

Careering[↑]

Skills → Jobs → Dreams

HOW CAN YOUNG PROFESSIONALS FIND INTERNATIONAL JOBS?

COMMENT LES JEUNES PROFESSIONNELS PEUVENT-ILS
TROUVER UN EMPLOI À L'ÉTRANGER?



INTERNATIONAL CAREERISTS
WHO WORKS ACROSS BORDERS AND WHY? A PRIMER

TRAVAILLEURS SANS FRONTIÈRES
QUI TRAVAILLE À L'ÉTRANGER ET POURQUOI?

LESSONS LEARNED FROM A CAREER
PRACTITIONER WORKING AND
LIVING ABROAD

LES ENSEIGNEMENTS TIRÉS D'UNE
EXPÉRIENCE DE VIE ET
DE TRAVAIL À L'ÉTRANGER

Here's

WHAT'S TREADING in automotive aftermarket careers.



**Have you considered
the automotive
service and repair
industry for
your clients?**

**It's a \$19.1 billion industry
employing 403,800 Canadians
from coast-to-coast.**

There are nearly 24,000 service and repair outlets and so much more... From accountants and sales people, to technicians and engineers, to every related business focus in between; the opportunities are far and wide.

**Let your clients in
on this well-kept secret.
*There are jobs.***



FOR MORE INFORMATION, PLEASE CONTACT THE
AUTOMOTIVE INDUSTRIES ASSOCIATION OF CANADA

www.aiacanada.com

Careering

Skills → Jobs → Dreams

The official publication of



ceric.ca

PUBLISHER: Trevor Shirtliff

EDITOR: Catherine Ducharme

CREATIVE DIRECTION & DESIGN: Troy Hspahic

PRODUCTION COORDINATOR: Ann Krawchuk

ADVERTISING SALES: Shirley Goray, Steve McBey

CONTRIBUTING WRITERS: Mario R. Gravelle, Barb Gustafson, Jean-Marc Hachey, Gillian Johnston, Marc Kielburger, Benoîte Labrosse, Lauren K. McKoy, Roberta Neault, Rhonda Singer, Annelise Welde, Jon Woodend

CAREERING

CER-T0115 • WINTER 2015

Careering is published tri-annually as a source of information for Canadian career development professionals. All rights reserved. Reproduction in whole or in part without expressed permission is prohibited. The opinions expressed and the advertisements herein are not necessarily those of CERIC or the publisher. The publisher reserves the right to edit or omit all materials submitted for publication including advertisements and editorial content. Although this magazine is thoroughly edited the publisher is not liable for any damages due to editing, changes, cancellations, errors or omissions. All work submitted for publication is assumed to be the provider's original work and the publisher accepts no liability as a result of publishing such works.

FOR EDITORIAL INQUIRIES:
catherine@ceric.ca

FOR ADVERTISING INFORMATION:
dbilley@marketzone.ca
1-888-634-5556 x103

FOR SUBSCRIPTION INQUIRIES
AND MAILING UPDATES:
catherine@ceric.ca

Canadian Publications Mail Agreement
#41622023

COVER IMAGE: iStock



177 McDermot Avenue, Suite 200
Winnipeg, Manitoba, Canada
R3B 0S1
Tel: 1-888-634-5556
Fax: 204-515-1185
Email: production@marketzone.ca
marketzone.ca

RETURN UNDELIVERABLE
CANADIAN ADDRESSES TO:
Circulation Department
177 McDermot Avenue, Suite 200
Winnipeg, Manitoba R3B 0S1

11

International Careerists

Who works across borders and why? A primer

Travailleurs sans frontières

Qui travaille à l'étranger et pourquoi?

16

How Can Young Professionals Find

International Jobs?

Let's debunk some myths on the international job search

Comment les jeunes professionnels peuvent-ils trouver un emploi à l'étranger?

Il est temps de démentir les mythes au sujet de la recherche d'emploi à l'international



22

Démystifier le processus de sélection des jeunes volontaires

Plusieurs organisations non gouvernementales (ONG) offrent aux jeunes Canadiens la possibilité de vivre une expérience de bénévolat à l'étranger, pour peu qu'ils réussissent à être sélectionnés

Demystifying the Recruitment Process for International Volunteers

Many non-governmental organizations (NGOs) provide young Canadians with the opportunity to volunteer abroad, as long as they can successfully make it through the selection process

24

Lessons Learned from Working and Living Abroad

Advice on helping your clients who want to work overseas, by a career practitioner who made the big move

Les enseignements tirés d'une expérience de vie et de travail à l'étranger

Des conseils pour aider vos clients désireux de travailler à l'étranger, par une intervenante en développement de carrière qui a elle-même fait le grand saut

26

The "So What" on Cultural Intelligence for Career Professionals

What exactly is cultural intelligence, how to measure it, and why should career professionals care?

28

How Hard Is it to Find Employees with Soft Skills?

CERIC survey delves into employer attitudes about the soft skills they want and their responsibility to provide training

DEPARTMENTS

5

Book Review

Danger and Opportunity:
Bridging Cultural Diversity
for Competitive Advantage

7

Career Briefs

8

Theory Corner

New Directions in Career Development Research

30

Calendar of Events

30

Advertiser Index

31

10 Questions

Marc Kielburger

A SPECIAL THANKS TO OUR REVIEWERS

JENNIFER BROWNE

Memorial University of Newfoundland

MADELAINE CURRELLY

Kawartha Pine Ridge District School Board

ILIA ESSOPOS

Université du Québec à Montréal

BARB GUSTAFSON

Saskatchewan Polytechnic

CATHERINE KEATES

Queen's University

BLESSIE MATHEW

University of Alberta

DON MCCASKILL

Frontier School Division

ROSIE PARNASS

University of Toronto

IRIS UNGER

YES Montreal

ROXANA ZULETA

Jane/Finch Community and Family Services



I asked for advice before leaving. I asked family, colleagues and professors (but not my university career counsellor... mea culpa!) whether or not a gap year would damage my chances at graduate studies or a good career, whether or not it was worthwhile. Many tried to discourage me from doing it.

In 2008, I left Canada with scarcely \$2,000 in the bank and a level of

English that was barely functional (French is my mother tongue). It was the best decision of my life. The following 16 months saw me working as a mail clerk, taking Maori classes, volunteering in a school, learning how to repair eyeglasses, fielding phone calls in an Australian call centre ("Sorry, I didn't get that – could you repeat for me please?" with a heavy French accent, again, and again, and again), spending Chinese New Year with a family in Singapore and learning how to negotiate in Mandarin with a street vendor (I'm still not sure what it was he was selling, but it tasted great!).

Don't listen to frightened parents: it's a great career move. Thanks to my own gap year, I will never run out of stories to tell to prove my abilities, and my English did get a lot better. I got to test my skills in problem-solving, resourcefulness and creativity. I dealt with solitude, homesickness, joblessness and financial strain. I developed all sorts of new skills that got me to explore my interests in a way school never could have.

At the Cannexus conference last year, Stephen Lewis noted in his keynote address that career practitioners, for a variety of reasons, rarely recommend international career options to their clients (you can watch it on cannexus.ca/past-events, under "Cannexus14 Keynote Speakers"). His keynote inspired this *Careering* issue on global careers, which seeks to give practical tips on how you can help the growing demographic of young and not-so-young workers wishing to take their career to the international level. And, as usual, don't forget to check the online version on contactpoint.ca/careering for exclusive online-only content. Enjoy!

Catherine Ducharme

J'ai demandé conseil avant de partir. J'ai demandé à ma famille, mes collègues et mes professeurs (mais pas à mon c.o.! mea culpa...) si une année à l'étranger pourrait nuire à ma carrière ou mes études, si ça valait la peine ou non. Plusieurs d'entre eux ont tenté de me dissuader.

En 2008, j'ai quitté le Canada avec à peine 2000 \$ en banque et une maîtrise de l'anglais tout juste fonctionnelle. Ce fut la meilleure décision de ma vie. Les 16 mois qui ont suivi m'ont vu travailler dans un bureau de poste, prendre des cours de Maori, faire du bénévolat dans une école, apprendre à réparer des lunettes, travailler au téléphone en Australie (« Désolée, je n'ai pas compris, pourriez-vous répéter s'il-vous-plaît? » avec un gros accent français, encore, et encore, et encore), passer le Nouvel an chinois dans une famille à Singapour et apprendre à négocier en mandarin avec un vendeur de rue (je ne sais pas c'était quoi ce qu'il cuisinait, mais c'était délicieux!).

N'écoutez pas les parents nerveux : c'est une excellente décision professionnelle. Grâce à mon année à l'étranger, j'ai toujours des histoires à raconter pour prouver mes compétences et mon anglais s'est dramatiquement amélioré. J'ai testé mes habiletés en résolution de problèmes, en débrouillardise et en créativité. J'ai dû composer avec la solitude, le mal du pays, le chômage et la pression financière. J'ai développé toutes sortes de nouvelles compétences, ce qui m'a permis d'explorer mes intérêts d'une façon que l'école n'aurait jamais pu me procurer.

Dans son allocution au congrès Cannexus l'an dernier, Stephen Lewis a mentionné que les praticiens en développement de carrière, pour différentes raisons, ne recommandent que rarement des choix de carrière à l'international (vous pouvez visionner son allocution sur cannexus.ca/fr/evenements-passes sous « Cannexus14 conférenciers d'honneur »). Il a ainsi inspiré ce numéro de *Careering* sur les carrières internationales, qui vise à vous donner des conseils pratiques pour mieux aider le groupe grandissant des jeunes et des moins jeunes qui recherchent une carrière sans frontières. Comme d'habitude, n'oubliez pas de visiter orientation.ca/careering pour du contenu en ligne exclusif. Bonne lecture!

Catherine Ducharme

HotLinks Great resources for global careerists

MyWorldAbroad

This online portal provides a wide range of resources for anyone interested in working, studying or volunteering abroad.

MyWorldAbroad.com

SWAP

This organization helps Canadian youth wishing to acquire international experience by helping them organize their trip abroad and find jobs once there.
Swap.ca

Québec Sans Frontières (QSF)

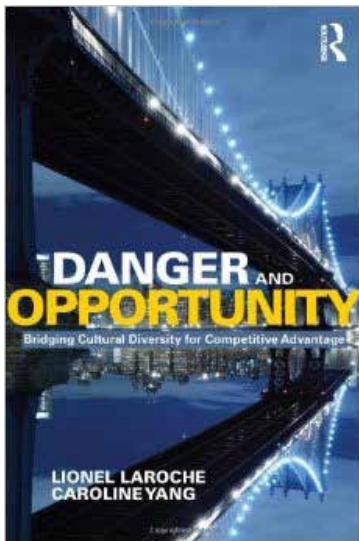
Ce programme permet aux Québécois de 18 à 35 ans de réaliser des stages de solidarité internationale dans différentes régions du monde.

Quebecsansfrontieres.com

The Cultural Intelligence Center

This organization conducts research in the field of cultural intelligence, and also provides assessments, certification for practitioners, training and more.

culturalq.com



DANGER AND OPPORTUNITY:

Bridging Cultural Diversity for Competitive Advantage

Book by Lionel Laroche and Caroline Yang

Review by Jon Woodend, MSc

Canada was one of the first developed countries to adopt multiculturalism as an integral part of its identity. Because of this, Canada now has the highest proportion of foreign-born individuals, and its immigration system, which successfully attracts skilled workers, is heralded internationally. Given that the government of Canada will continue to seek skilled immigrant workers to offset a low domestic birthrate, the Canadian workforce will only continue to become more diverse. Lionel Laroche and Caroline Yang in their book *Danger and opportunity: Bridging cultural diversity for competitive advantage* note that, while the Canadian workforce may benefit from these skilled workers and their diverse skills, without multicultural awareness, these lucrative benefits can quickly turn into sour disadvantages for all involved.

As such, Laroche and Yang set up their book to help immigrant and Canadian-born workers, as well as managers and human resource professionals, navigate through these cultural minefields in order to maximize the experience for all. Specifically, Laroche and Yang use a multilayer circular model to represent the various areas relevant to working in a diverse workforce. This model serves as the roadmap of the book, and its various components are used as the chapter themes throughout. As a quick overview, at its outermost layer, the circular model suggests that there are three key influences:

- a) **People;** their awareness, skills and communication style
- b) **Systems;** the societal work process and tools, performance management and rewards
- c) **Environment;** the workplace leadership, organization design and inclusive practices

Moving inward, there are four critical areas in which organizations and workers engage:

- a) Managing a **multicultural workforce**
- b) Working with **offshore resources**
- c) Collaborating with **joint venture partners**
- d) Competing in the **global talent market**

Finally, at the centre of the circular model, there are six factors related to individuals within the workplace. These factors are:

- a) Their **technical and soft skills**
- b) Their ability to communicate cross-culturally
- c) Their understanding of cross-cultural feedback
- d) Their sense of hierarchy
- e) Their sense of individualism
- f) Their propensity for risk tolerance

Throughout the chapters, Laroche and Yang explore the components of the circular model and offer rich anecdotal examples to clarify what these concepts look like within the workforce. These examples, as well as the audience addressed in the book, shift perspective to include the majority of individuals within the workforce. In particular, the book seems to be aimed at addressing the perspectives of immigrant and Canadian-born workers, supervisors, managers and human resource professionals, as well as the interactions between them. Within each chapter, Laroche and Yang go beyond using descriptions and concrete examples by providing visual representations of the concepts through their extensive use of diagrams. This approach helps the reader envision how these concepts would play out within their own work and practice. Specifically, the reader learns step-by-step ways to prevent cross-cultural misunderstanding, mediate conflict when it does occur, and maximize workplace teams' strengths for optimal performance.

Although Laroche and Yang engage the audience in a variety of ways and shift perspective to provide an inclusive review of their circular model, there are a few areas for further development. First, the language used within the book is aimed at an audience with a higher understanding of English, rather than using more basic English. This may limit the book's utility for less experienced English speakers and instead cater more to the well-educated, English-speaking professional. Second, in the first chapter Laroche and Yang talk about how conversations about discrimination are not productive and that often the discrimination is not purposeful, but the result of a misunderstanding. This diminishes the real experiences of immigrant workers who face discrimination within the workforce, and could be seen as an attempt to shift the responsibility of prevention onto the victims of discrimination. This discussion seems out of place with the inclusive nature of team responsibility stressed throughout the rest of the book, and perhaps the book would be better served by omitting it.

Overall, Laroche and Yang provide a comprehensive beginners' guide to working effectively and competitively within a diverse workforce. Specifically, *Danger and opportunity* provides warning signs of an ineffective workplace and concrete best practices for employees and employers to remedy these situations. Moreover, Laroche and Yang incorporate additional models and literature to provide some evidence for their circular model as well as offer extra resources for the more advanced multicultural reader. Given that the

government of Canada will continue to rely on the recruitment of skilled immigrant workers in a global economy, it stands to reason that workers and employers in Canada will need to upgrade their multicultural awareness and competence in order to work effectively. Laroche and Yang's *Danger and opportunity* is an excellent starting point in this career-long journey for employees and employers alike. ■

Reviewer

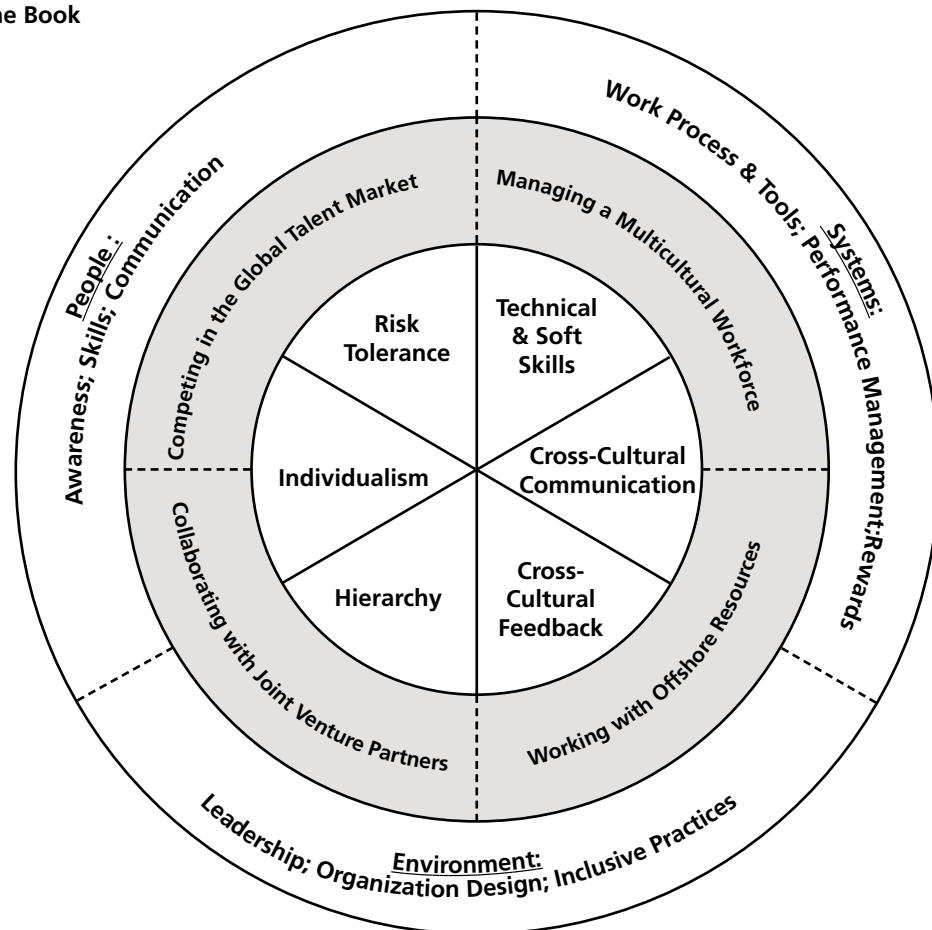
Jon Woodend is a PhD Counselling Psychology student at the University of Calgary investigating the international career transition experiences of skilled immigrant workers and their employers in Canada.

Author bios

Caroline Yang (CHRP, CCP) has 15 years of human resources experience working with multinational organizations in Canada and China.

Lionel Laroche (PhD, PEng) has provided cross-cultural training, coaching and consulting services to over 20,000 people through a wide range of organizations and countries. He is the founder and Principal of MultiCultural Business Solutions Consultants, where Yang is also a partner.

Chapter 1 Figure 1.1
Roadmap of the Book





CAREER BRIEFS

New on ContactPoint: Glossary of Career Development

CERIC and the Canadian Council for Career Development (CCCD) have collaborated to produce a glossary of career development.

From Abilities to Workplace Training, the glossary is primarily intended to serve as a resource to those working or studying in the field of career development, though it will also be of value to Canadians more broadly who are looking for definitions of terms in relation to their own careers.

Given the richness and diversity of the field, it is also hoped that this glossary can facilitate a common vocabulary and shared understanding of career development. With that in mind, the glossary is presented as a living document in the form of a "wiki." Everyone in career development is invited to participate.

The glossary can be found on contactpoint.ca, in the Community section.

Career Crafting the Decade After High School

CERIC is launching an updated version of the popular book *The Decade After High School: A Professional's Guide*. Written by Cathy Campbell and Peggy Dutton, this guide will provide support for career development professionals and educators who work with young people in their teens and 20s.

Called *Career Crafting the Decade After High School*, the revised book outlines in more detail the context in which young people's career journeys are unfolding today and the strategies they use to find a career-related place. It also introduces eight "career crafting" techniques that can help career professionals integrate traditional career counselling practice with chaos-oriented approaches that emphasize the uncertainty of most young people's career development.

The new guide will be launched at Cannexus in January 2015. It will be available in print and ebook at a low cost or as a free downloadable epdf.

MB, SK unveil career exploration, planning resources

The Government of Manitoba has introduced Career Prospects, a new program to help create connections between students, parents and employers, in order to help youth get a better idea of which careers they would like to pursue and what jobs are in-demand. This new program was launched in partnership with the Alliance of Manitoba Sector Councils (AMSC). manitobacareerprospects.ca

Meanwhile, the Government of Saskatchewan, in partnership with the Saskatoon Industry-Education Council (SIEC) unveiled Saskcareers.ca, a one-stop career development resource to discover and explore career paths and learn about education and training opportunities in the province of Saskatchewan. This site aims at meeting the career planning needs of all Saskatchewan residents from kindergarten to retirement, with an initial focus on youth in school and those transitioning beyond high school. saskcareers.ca

What to do about the skills gap

The skills gap debate continues throughout Canada with a trio of new reports.

First, from the Canadian Chamber of Commerce, *A Battle We Can't Afford to Lose: Getting Young Canadians from Education to Employment* argues that to close the skills gap, the priority needs to be on moving youth from education to employment. The report recommends a focus on labour market information, career decision-making and work-integrated learning.

Another report, *Better Work: The path to good jobs is through employers*, by Metcalf Innovation Fellow and labour market policy expert Tom Zizys, examines Canada's under-performing labour market and challenges the popular notion that the threat to good jobs is inevitable, and includes strategies to promote efficient workforce development with an emphasis on the role of employer-led training.

Finally, a report from Toronto Region Board of Trade and United Way Toronto finds many Toronto region residents could be left behind, despite 520,000 job openings over the next five years. The report, *Closing the Prosperity Gap*, highlights the emerging paradox of workers who should benefit from an increase in job opportunities due to retirement and economic growth, but could continue to face barriers to accessing these jobs.

These three reports are available for free online at chamber.ca, metcalffoundation.com and bot.com.

New Directions in Career Development Research

Back by popular demand, the Cannexus15 National Career Development Conference once again features research from Canadian graduate students in career development. Here's a snapshot of their findings – and the implications for your work

Complete versions with citations are available online at contactpoint.ca/careering

iStock

Trade to Teaching: Second Career or Second Phase?

By Barb Gustafson



As a part of doctoral-level research at the University of Saskatchewan, I surveyed trades instructors at three Western Canadian post-secondary institutions about their career transition from trades practice to teaching. The survey was followed up with focus groups for a qualitative-dominant mixed methods study that was completed in November 2014.

While questions of motivation and vocational identity were only part of the overall study, there were results emerging that relate to these aspects of work life and career counselling. I found that tradespeople are motivated primarily by intrinsic rewards such as a sense of continuity – wanting to carry on their trade – both through helping new practitioners learn as students and through practicing their trade in a new way as teachers. They bring a strong sense of having already been a teacher, as a journeyperson who mentored apprentices while in trades practice, to this new role. With

this motivation set and prior identification with the role of teacher, they reported viewing this career change as more of a second phase of a continuing career than as a second career. Moving into this new role of being a full-time teacher, they are frustrated when their previous skills and knowledge, and identification with teaching practice, are not considered relevant in the credential-conscious college setting.

Based on the results of this study, career counsellors may want to consider the influence of previous work and pre-existing vocational identity in advising clients as they look for new types of work. Human resource practitioners in colleges, in particular, may want to consider these factors in their recruitment efforts, as well as in the training provided to new teachers, so as to build on strengths. Acknowledging prior learning, as well as considering the embedded identity of teacher within trades, could help retain instructors in this high-demand field. ■

Author bio

Barb Gustafson is a PhD candidate in Educational Administration at the University of Saskatchewan, Saskatoon, SK. She is also a faculty member at Saskatchewan Polytechnic, the province's primary vocational and technical training provider.



Career Education and Student Engagement

By Annelise Welde

Career education and student engagement have been linked in existing research. Student engagement can be conceptualized as the interaction between the resources that are invested by students and institutions to enhance students' experiences, learning outcomes and development. Kuh writes that increased levels of student engagement are linked to more opportunities for students of all educational and social backgrounds to:

- Reach their educational and personal goals;
- Gain the skills and competencies demanded by the challenges of modern society; and
- Experience intellectual and monetary advantages to attaining an education.

Career education, which seeks to inform students about potential career opportunities and provides students with skills to shape their lifelong career development, offers a unique opportunity to capitalize on students' levels of engagement and encourage them to think about their futures. Career education may foster student engagement if students are encouraged to:

- Critically reflect on their experiences, abilities and personal attributes;
- Conduct research to explore potential career options;
- Make meaningful connections between academic pursuits and the world of work;
- Interact with their peers and genuinely participate in career-related activities; and
- Participate in activities that are purposefully designed to foster self- and career exploration.

If teachers and career practitioners expose students to career education using strategies such as those described above, students may experience enhanced engagement with school and thereby recognize and achieve more meaningful career and life outcomes. ■

Author bio

Annelise Welde is currently completing a Master's in Education with a specialization in Counselling Psychology at the University of Lethbridge in Lethbridge, AB. Welde recently defended a thesis on the topic of integrated career education and aspires to become a Registered Psychologist in Alberta.

Investigating Career Transitions of Major Junior Hockey Players

By Lauren K. McCoy



Limited exploration has been directed towards the psychological, social and physical adjustments encountered by elite athletes upon career transition. While recent literature has begun to investigate these issues in other competitive sports, Canadian major junior hockey (CHL) continues to operate as a closed community that commonly restricts access to the institution and its players.

This project aimed to capture the experiences of CHL players before and after athletic retirement and examined factors that were reported to facilitate or hinder this transition. Retirement experiences of former major junior hockey athletes were collected through a case study along with the analysis of several online media articles. Themes identified in both data sources were compared and contrasted to give voice to players' athletic experiences. Among the themes that were found to render a portrayal of CHL athletes' hockey experiences and subsequent retirement are an overestimation of their chances of making it to the NHL; personal sacrifices made for their hockey career, including the impact on their health and education; a social network often limited to the hockey community; and a one-dimensional self-identity centered on hockey.

The findings of this project are relevant to researchers studying athletic career transitions but resulting trends also have the potential to inform personal and career counselling interventions at the practitioner level. Transitional support programs should take into account factors such as gender, age and sport structure. Such interventions should be made a continuing facet of each elite athletes' sporting career to address ongoing issues such as one-dimensional self-identity and mental health stigma.

Results of this project will serve as a foundation for future research and contribute to a base of knowledge upon which transitional programs specifically for CHL players could be developed. These results also have the potential to apprise athletes, parents, coaches and sport administrators about how to better foster healthy athletic development among young athletes. ■

Author bio

Lauren K. McCoy is a University of Calgary graduate student in Counselling Psychology. As a professional figure skating coach, she is passionate about giving voice to the experiences of elite athletes and improving athletic career transitions.

Are you a full-time graduate student in career development or a related field? Learn what CERIC can do for you through its Graduate Student Engagement Program (GSEP), including opportunities to access funding, present your research and be published. Find out more at ceric.ca/grad_program.



International Careerists

Who works across borders and why? A primer

By Roberta Neault

What do you think of when you hear about international or global careers? Most Canadian career practitioners probably picture Canadians working abroad, typically as expatriates or humanitarians, or individuals who have permanently immigrated to Canada. It's harder for us to conceptualize Canada as a destination for expatriate workers from other countries. However, to effectively serve clients in a global workplace, it may be helpful to have a broader understanding of who works across borders and why. Although international workers can be challenging to categorize, 10 groups are briefly described here, offering a basic foundation for understanding their unique career circumstances and needs.



Travailleurs sans frontières

Qui travaille à l'étranger et pourquoi?

Par Roberta Neault

Qu'est-ce qui vous vient à l'esprit quand vous entendez parler de carrières internationales ou mondiales? La plupart des professionnels en développement de carrière canadiens imaginent probablement des Canadiens travaillant à l'étranger, typiquement à titre d'expatriés ou d'humanitaires, ou encore des personnes ayant immigré au Canada. Il nous est plus difficile de concevoir le Canada comme une destination pour des travailleurs expatriés d'autres pays. Toutefois, pour servir efficacement nos clients dans un marché mondial, il peut être utile de mieux comprendre qui travaille à l'étranger et pourquoi. Bien qu'il puisse être ardu de catégoriser les travailleurs internationaux, 10 groupes sont brièvement décrits ici pour jeter les fondements d'une compréhension des circonstances et des besoins particuliers liés à de telles carrières.



Expatriates

Really, anyone working outside of their own national borders is an *expat*, but this term more typically describes individuals working abroad for multinational organizations, often in leadership, management, or specialized technical roles. They may be on relatively long-term contracts but continue to work on visas, retaining passports from their home country. Many Foreign Service professionals and diplomats interact closely with the expat communities within their regions but their work contracts are with their own national governments.

Repatriates

Expatriates returning home may face challenges similar to immigrants in having their international work experiences or credentials accepted as equivalent to local standards. Many repatriates describe experiencing more culture shock returning home than when they first went abroad, yet, unlike immigrants, there are few or no settlement or government-funded career services available to them. Unfortunately, some Canadians, ready to repatriate, find that their best career opportunities involve another international move.

Temporary foreign workers

Although circumstances will vary, what distinguishes this group is the temporary nature of their work visas and contracts. Some of these workers fill seasonal needs (e.g., temporary farm workers during harvest season) and others contribute their technical skills to specialized projects such as building a dam.

Expatriés

En vérité, quiconque travaille à l'extérieur de ses propres frontières nationales est un expatrié, mais le terme décrit plus spécifiquement les personnes qui travaillent à l'étranger pour le compte de multinationales, souvent dans des postes de leadership, de gestion ou de spécialisation technique. Il arrive qu'elles aient des contrats à relativement long terme, mais qu'elles continuent à n'avoir pour statut qu'un visa de travail et conservent le passeport de leur pays d'origine. Bon nombre de diplomates et de professionnels du Service extérieur interagissent étroitement avec les communautés d'expatriés de leur région, même si leur contrat de travail est établi avec leur propre gouvernement national.

Rapatriés

Les expatriés qui rentrent chez eux peuvent être confrontés à des défis similaires à ceux des immigrants qui doivent faire reconnaître les équivalences entre leur expérience de travail ou leurs diplômes et les normes locales. De nombreux rapatriés affirment avoir vécu un choc culturel plus important à leur retour à la maison que lors de leur arrivée à l'étranger. Pourtant, contrairement aux immigrants, ils sont très mal servis en matière d'arrangements ou de services d'orientation professionnelle gouvernementaux. Malheureusement, certains Canadiens prêts à rentrer au pays jugent que leur carrière progressera mieux dans une autre affectation internationale.

Travailleurs étrangers temporaires

Bien que les circonstances varient, ce qui distingue les membres de ce groupe est la nature temporaire de leurs visas de travail et de leurs contrats. Certains de ces travailleurs répondent à des besoins saisonniers (par exemple, les travailleurs agricoles temporaires pendant la saison des récoltes), tandis que d'autres apportent leur expertise technique à des projets spécialisés comme la construction d'un barrage.

Travailleurs internationaux au sein d'organisations non gouvernementales (ONG)

Si ces postes sont parfois pourvus par des affectations temporaires (par exemple, les étudiants en année sabbatique, les retraités désireux de « redonner à la collectivité » de manière concrète, les professionnels qui consacrent leurs vacances au bénévolat), d'autres travailleurs internationaux optent pour ce type de carrière à plus long terme. Certains travailleurs internationaux demeureront au sein du même organisme et d'un seul pays, alors que d'autres changeront d'organisme, de pays ou même de continent au cours de leur carrière. Dans certains cas, les travailleurs internationaux œuvrant dans des ONG doivent prendre des dispositions pour assurer leur propre soutien financier; ils peuvent demander un congé à intervalle de quelques années pour rentrer « chez eux » dans le but de prendre contact avec leurs sources de financement et d'obtenir l'assurance de leur engagement renouvelé à fournir des contributions financières permanentes. D'autres recueilleront des appuis en rédigeant des propositions de financement ou en s'associant avec des organismes de recherche. Les diplômés universitaires récents qui optent pour ce type de travail risquent de trouver difficile de rembourser leurs prêts d'études canadiens avec le salaire minime qu'ils touchent en œuvrant à un projet international sans but lucratif.

HARRIS

AUDIO PRODUCTION PROGRAM APP ARTS MANAGEMENT PROGRAM AMP

JUNO AWARDS

billboard

Only college outside the US in Billboard's 'Top 11 Schools' Alumni & Faculty Received 27 Awards & Nominations in 2014 #1 with A+ in 2014 & 2013 'Media Arts Education Report' Only college program with six 0% Student Loan Default Rates

HARRISINSTITUTE.COM

International workers in non-governmental organizations (NGOs)

Although some of these positions are filled by temporary assignments (e.g., students on a gap year, retired workers choosing to "give back" in a tangible way, professionals using vacation time for volunteer service), other international workers choose this as a longer-term career option. Some international workers remain with one organization in a single country and others move across organizations, countries and even continents throughout their careers. In some cases, international workers in NGOs are required to arrange their own financial support; they may require a break from their international work every few years to go "home" to network with supporters and secure renewed commitments for ongoing financial contributions. Others may raise support through writing funding proposals or partnering with research organizations. Recent university graduates who choose this type of work may find it challenging to pay off Canadian student loans with the survival wages they earn on an international not-for-profit project.

International students

Many countries actively recruit international students, relying on their higher fees to fund secondary and post-secondary programs. As it makes sense to try to retain some of the talent that has been locally trained, many countries offer attractive work permits immediately post-graduation. Some recent graduates, however, find that their language skills, though sufficient for school, are not considered adequate for the workplace. Others lack basic job search skills, never having worked during high school or university.

Global careerists

There are many individuals who consider the whole world a potential workplace. Some have skills so highly specialized that they move to where that work is being done. Others are fluent in multiple languages, opening up endless possibilities. Still others have been raised as global nomads by parents with international connections or careers. Many global careerists need specialized career supports that help them explore and narrow down options, and secure the appropriate visas to move across national borders. Some, of course,

Étudiants étrangers

De nombreux pays recrutent des étudiants étrangers, comptant sur leurs frais de scolarité plus élevés pour financer les programmes d'études secondaires et postsecondaires. Comme il est logique de tenter de retenir quelques-uns des talents formés sur place, bon nombre de pays leur proposent des permis de travail avantageux sitôt après l'obtention de leur diplôme. Certains diplômés récents constatent toutefois que leurs aptitudes linguistiques, bien que suffisantes pour leurs études, sont inadéquates pour le marché du travail. D'autres ne possèdent pas les rudiments des techniques de recherche d'emploi, n'ayant jamais travaillé pendant leurs études secondaires ou universitaires.

Travailleurs mondiaux

De nombreuses personnes perçoivent le monde entier comme un milieu de travail potentiel. Certaines d'entre elles possèdent des compétences si spécialisées qu'elles déménagent là où ce type de travail est réalisé. D'autres maîtrisent plusieurs langues, ce qui leur ouvre d'infinies possibilités. D'autres encore ont été éduquées en nomades planétaires par des parents ayant des relations ou des carrières internationales. Bon nombre de travailleurs mondiaux ont besoin de services spécialisés de soutien professionnel pour mieux explorer et circonscrire les possibilités qui s'offrent à eux, puis obtenir les visas nécessaires pour franchir les frontières nationales. Certains – comme les militaires et les diplomates – auront bien sûr été affectés par leur propre gouvernement. Dans de tels cas, des services d'orientation professionnelle sont parfois offerts à l'interne pour assurer un soutien à la transition.

Nomades transculturels

Les membres de cette catégorie sont vraisemblablement les enfants des travailleurs mondiaux. Certains possèdent un passeport du pays de l'un de leurs parents ou des deux sans pourtant y avoir jamais vécu ni y voir autre chose qu'une destination de vacances pour rendre visite à leurs grands-parents. Malgré cela, ils ne voient pas davantage le pays où ils vivent comme leur « chez-soi »; dans certains cas, ils peuvent même être pensionnaires dans un pays différent de celui où vivent leurs parents. Ces personnes ont tendance à s'identifier plus étroitement avec ceux qui possèdent un vécu semblable; ensemble, ils forment un groupe culturel

THE ONLY NATIONWIDE RMT SCHOOL IN CANADA!



Canadian College of MASSAGE and Hydrotherapy



West Coast College of MASSAGE Therapy

Are you looking for a rewarding & fulfilling career in healthcare?

Registered Massage Therapy

is one of the most popular careers in healthcare today.

www.collegeofmassage.com

CAMBRIDGE

HALIFAX

NEW WESTMINSTER

TORONTO

VICTORIA



are deployed by their own governments – as is the case in the military and with diplomats. In such cases, “in-house” career services may be provided to offer transition supports.

Third-culture kids (TCKs)

These are likely the children of global careerists – they may hold passports from the country of one or both parents yet never have lived in their passport country nor have ties to it beyond as a vacation destination to visit grandparents. However, neither do they see the country they live in as “home”; in some cases, they may even attend boarding school in a country different from where their parents are living. Such children tend to identify more closely with their peers who have similar backgrounds; they form a unique cultural group – a third culture that is different from the culture of their passport country or the country in which they temporarily live. These children face unique career challenges as they attempt to narrow down a national home as well as an occupational goal.

Accompanying partners / trailing spouses

Expatriates, repatriates, global careerists, foreign service workers, international students and military personnel may have partners/spouses whose careers are also impacted by international mobility, but often with less control over where or when to change jobs. In some cases, a spouse may not be able to secure a work permit in the country his or her partner has been transferred to. In other cases, the spouse’s credentials or work experience may not be recognized in the new country, so obtaining any type of work will involve re-careering.

unique, se distinguant aussi bien de leur pays d'origine que du pays où ils vivent temporairement. Ils font face à des défis uniques en ce qui concerne le choix du pays où ils s'installeront et de leur objectif professionnel.

Partenaires ou conjoints accompagnateurs

Il arrive que la mobilité internationale des expatriés, rapatriés, travailleurs mondiaux, travailleurs du Service extérieur, étudiants étrangers et militaires ait des répercussions sur la carrière de leur partenaire ou conjoint, qui a souvent moins d'emprise sur ses propres choix professionnels. Parfois, le conjoint ne réussit pas à obtenir un permis de travail dans le pays où son partenaire a été muté. Dans d'autres cas, les diplômes ou l'expérience de travail du conjoint ne sont pas reconnus dans le pays d'accueil, ce qui le force à se réorienter pour pouvoir travailler dans un autre domaine. Les partenaires accompagnateurs sont également susceptibles d'avoir besoin de soutien pour entretenir leurs compétences et leurs réseaux professionnels à l'étranger, de manière à pouvoir reprendre le travail une fois que l'affectation internationale aura pris fin et que le couple sera revenu au pays.

Immigrants/réfugiés

Même si immigrants et réfugiés arrivent au pays dans des circonstances bien différentes et ont, jusqu'à un certain point, des besoins distincts en matière de services d'orientation professionnelle, ils ont comme point commun d'avoir immigré dans un pays dans l'intention d'y demeurer. Plus que pour tout autre groupe, l'apprentissage des langues locales pourra donc se révéler un jalon important. De même, il pourra être utile d'obtenir des documents traduits et d'évaluer les relevés de notes à des fins d'équivalence (bien qu'il soit parfois impossible d'obtenir les documents



Introducing Canada's first comprehensive career development textbook...

Career Development Practice in Canada: Perspectives, Principles, and Professionalism

The book has been designed to be a learning tool for students, a resource for educators and a reference for career practitioners.

With a Foreword by Norman Amundson, contributors are internationally recognized experts and thought leaders in the career development field in Canada including: Phil Jarvis, Roberta A. Neault, Nancy Arthur, Bryan Hiebert and Kris Magnusson.

Soft cover \$48.00; Ebook \$27.99
Contact sales@ceric.ca for discounts on bulk orders

Available through
Amazon.ca and
Chapters.Indigo.ca

Featuring 22 chapters in 7 sections:

- Section 1: Development of the Profession
- Section 2: Basic Conceptual Frameworks of Career Development Practice
- Section 3: The Nuts and Bolts of Career Development Practice
- Section 4: Working with Diversity
- Section 5: Navigating Developmental Tasks and Pathways
- Section 6: Specialties in the Profession
- Section 7: New Directions and Emerging Trends in Career Development Practice

Published by: 

ceric.ca/textbook

Accompanying partners may also need support to keep up their professional qualifications and networks while abroad so that they can return to work once the international posting ends and the couple repatriates.

Immigrants / refugees

Although immigrants and refugees have landed in a country under very different circumstances and, to a certain extent, have different needs for career services, the common thread is that they have migrated to a country that they intend to stay in. For this group, more than others, acquiring local language skills may be an important foundation. It may be important, as well, to get documents translated and transcripts assessed for equivalency (although, in the case of refugees, it may not be possible to access documentation from their home country). Of all the groups, this is the one best understood and served in typical community-based career services in Canada.

Virtual workers on international teams

Some workers on international projects may never leave home; others may meet with team members at a variety of international locations over the course of a project. This can make answering standard questions on customs, immigration or income tax forms surprisingly difficult. For example, one online instructor needed to complete a tax form for the country that housed the university she was teaching for. However, it was impossible to accurately complete the form when it included questions like "When did you leave the country?," "When did you return to the country?," or "What address will you be staying at while working in the country?" When arranging to meet with project members while you are at a conference or on vacation in the region, do you tell customs officials that the purpose of your travel is leisure or work? When your virtual office is a laptop, phone and Wi-Fi access, although you may be working the whole time you are out of the country, all of your work may actually be for clients back home.

This is just the tip of the iceberg of considerations for international and global careerists. Other concerns, common to many international workers, include the lack of access to social and financial supports that we may take for granted as Canadian career practitioners – supports such as employment insurance, medical leave, maternity or parental leave, and income support or social assistance. In a global workplace, careers are complex; career practitioners, therefore, need more than basic competencies to support individuals who work beyond national borders. A first step, as highlighted here, is understanding the various categories international workers may fit into and letting go of the assumption that every client from "abroad" is an immigrant. Consider how your assumptions, beliefs and traditional interventions may need to shift to effectively support the wide range of international workers seeking your career services. ■

Author bio

Dr Roberta Neault, CCC, CCDP, GCDFi, President, Life Strategies Ltd., is an award-winning leader in the career development sector, in Canada and internationally. Her work and travels have taken her to 60+ countries and she has supported hundreds of global careerists to manage careers locally and abroad. She's presented internationally and written extensively on issues related to immigrants, expatriates, repatriates and global careerists.

du pays d'origine dans le cas des réfugiés). De tous les groupes, celui-ci est le mieux compris et le mieux servi par les services communautaires d'orientation professionnelle au Canada.

Travailleurs virtuels membres d'équipes internationales

Il arrive que des travailleurs affectés à des projets internationaux ne quittent jamais la maison, ou rencontrent leurs coéquipiers dans toutes sortes d'endroits du monde en cours de projet. Voilà qui peut drôlement compliquer les réponses aux questions couramment posées dans les formulaires de douanes, d'immigration ou d'impôt. Par exemple, une professeure en ligne devait remplir un formulaire d'impôt du pays où se trouvait l'université pour laquelle elle enseignait. Il lui était impossible de bien répondre à des questions telles que : « Quand avez-vous quitté le pays? », « Quand êtes-vous revenu(e) au pays? » ou « À quelle adresse demeuriez-vous pendant votre séjour au pays? ». Si vous organisez une rencontre avec les autres membres du projet pendant que vous êtes en conférence ou en vacances dans la région, devez-vous dire aux douaniers que vous voyagez pour affaires ou agrément? Lorsque votre bureau virtuel est un ordinateur portable, un téléphone et une connexion sans fil, vous pouvez très bien travailler pour des clients de votre pays d'origine tout en étant à l'étranger.

Ce n'est là qu'une infime partie des considérations qui touchent les travailleurs internationaux et les travailleurs mondiaux. Parmi les autres questions communes à de nombreux travailleurs internationaux, citons l'accès déficient aux programmes de soutien sociaux et financiers que nous tenons pour acquis en tant que professionnels en développement de carrière du Canada – des programmes comme l'assurance-emploi, les congés de maladie, congés de maternité ou congés parentaux, ainsi que le soutien du revenu et l'aide sociale. Dans un marché du travail planétaire, les carrières sont complexes. Par conséquent, les professionnels en développement de carrière doivent posséder plus que des compétences de base pour venir en aide à ceux qui œuvrent au-delà des frontières nationales. Comme nous le faisons valoir ici, un premier pas consiste à comprendre les diverses catégories de travailleurs internationaux et à laisser tomber l'idée préconçue selon laquelle tout client provenant de l'étranger est un immigrant. Songez à la façon dont vous pourriez devoir modifier vos suppositions, vos croyances et vos interventions habituelles pour mieux appuyer la grande diversité de travailleurs internationaux qui font appel à vos services d'orientation professionnelle. ■

Biographie de l'auteure

Dre Roberta Neault, CCC, CCDP, GCDFi, présidente, Life Strategies Ltd., est une personne influente dans le secteur du développement de carrière, au pays comme à l'étranger. Son travail et ses voyages l'ont conduite dans plus d'une soixantaine de pays. Elle a aidé des centaines de personnes à gérer leur carrière localement et à l'étranger. Elle a souvent écrit et présenté des communications à l'échelle internationale sur les questions touchant la vie professionnelle des immigrants, des expatriés, des rapatriés et des travailleurs mondiaux.

HOW CAN YOUNG PROFESSIONALS FIND INTERNATIONAL JOBS?

COMMENT LES JEUNES PROFESSIONNELS PEUVENT-ILS
TROUVER UN EMPLOI À L'ÉTRANGER?



Let's debunk some myths on the international job search

By Jean-Marc Hachey

Students often ask a standard set of questions about international job hunting:

- How do I find a job in a specific country?
- How do I get a visa to work in that country?
- How do I write a country-specific resume?
- Where can I find a list of employers in a specific country who hire international staff?
- What should I study to better my chances of finding an international job?

All of these questions point to major myths about the international job hunt, which this article aims to lay bare. For instance, is a country-specific job search the most effective strategy to go about finding professional work abroad? Do domestic employers in foreign countries really hire young professionals just graduating from university or college? Is there a limited number of fields in which a young professional can find international work? Read on and put your clients on the path toward a more effective international job search.

Low-skilled, country-specific work for the world traveller

A country-specific job search is most appropriate for backpacking world travellers looking for low-skilled temporary work in their country of choice. Short-term or short-notice jobs in specific locations tend to be low-skilled, in retail or service sectors and are often seasonal and/or tourist-oriented (working in a pub, hotel or picking grapes). Teaching English abroad also falls into this category. These experiences are great for building global perspective and cross-cultural skills, but are most often not career track experiences.

Il est temps de démentir les mythes au sujet de la recherche d'emploi à l'international

Par Jean-Marc Hachey

Les étudiants posent souvent les mêmes types de questions au sujet de la recherche d'emploi à l'international :

- Comment puis-je trouver un emploi dans un pays en particulier?
- Comment puis-je obtenir un visa pour travailler dans ce pays?
- Comment écrit-on un CV spécifique à un pays?
- Où puis-je trouver une liste d'employeurs dans un pays spécifique qui embauchent du personnel à l'échelle internationale?
- Que devrais-je étudier pour trouver un emploi à l'international?

Toutes ces questions pointent vers un certain nombre de mythes en lien avec la recherche d'emploi à l'étranger, que cet article vise à démentir. Est-ce efficace de restreindre sa recherche d'emploi à un seul pays à la fois? Est-ce que les employeurs locaux à l'étranger embauchent souvent des jeunes professionnels fraîchement sortis de l'université? Y a-t-il des domaines d'étude de prédilection pour les jeunes souhaitant poursuivre une carrière internationale? Lisez ce qui suit et aidez vos clients à entamer leur carrière internationale.

Travail temporaire pour globe-trotters

Une recherche d'emploi spécifique à un pays est la meilleure tactique pour les voyageurs qui, sac au dos, cherchent du travail temporaire dans un pays de leur choix. Les emplois à court terme ou affichés à la dernière minute nécessitent généralement peu de qualifications (service à la clientèle, vente au détail) et sont souvent saisonniers et/ou dans le domaine du tourisme (travailler dans un pub ou un hôtel, ou encore faire les vendanges). Bien que ces expériences soient l'opportunité de construire de nouvelles perspectives et d'acquérir des compétences interculturelles, elles contribuent rarement au développement d'une carrière.



iStock

A jobseeker's main goal in scoring this type of work is to understand the domestic job market and how to write a resume geared to the norms of that country. Outsiders have many challenges to overcome, and the traditional approaches to job hunting, such as communicating with employers via email, are generally not effective. The best way to go is to impress employers directly with charm, personality and an in-person sales pitch. There are many organizations (like SWAP in Canada) that can help secure working holiday type visas for many of the most popular countries.

International work for the young professional

While a country-specific job search can be practical for students on a working holiday looking for low-skilled work, this strategy is rarely successful when looking for a professional position. When a young professional attempts to get a job with a domestic firm in a foreign country, they must find a local employer and convince them to sponsor their visa application; the local employer then has to prove to their government that no other native citizen is qualified to do the work. This is a very high hurdle to jump over and therefore makes the country-specific job search difficult, if not entirely impossible.

So how do young professionals find international work? We can debunk the myths surrounding international job hunting when we identify who the key international employers are. It may come as a surprise, but young professionals almost never work abroad directly with domestic foreign firms.

Afin de dénicher ce type de travail, le chercheur d'emploi doit bien comprendre les rouages du marché intérieur du travail et savoir créer un CV adapté aux normes du pays en question. Les étrangers ont plusieurs défis à relever, et les techniques traditionnelles de recherche d'emploi, telle la communication avec les employeurs par courriel, sont généralement peu efficaces. La meilleure tactique consiste à faire une bonne impression auprès des employeurs en utilisant son charme, sa personnalité et en vendant ses qualités en personne. On retrouve toutefois plusieurs organisations (par exemple SWAP au Canada) qui aident les voyageurs à obtenir leur visa vacances-travail pour la plupart des pays les plus populaires.

Emploi international pour le jeune professionnel

Bien qu'une recherche d'emploi par pays puisse s'avérer utile pour les étudiants avec un visa vacances-travail qui veulent un emploi peu qualifié, cette tactique s'avère rarement efficace pour ceux qui cherchent un poste professionnel. Lorsqu'un jeune professionnel vise à trouver un emploi avec une entreprise locale dans un pays étranger, il doit s'efforcer de trouver un employeur sur place et le convaincre d'endosser sa demande de visa. L'employeur doit alors prouver à son gouvernement qu'aucun citoyen de son pays n'est qualifié pour cet emploi. Cela représente un obstacle de taille et fait donc de la recherche d'emploi par pays spécifique une entreprise difficile, voire impossible.

Dans ce cas, comment les jeunes professionnels peuvent-ils trouver un emploi international? Nous pourrons déconstruire les mythes entourant la recherche d'emploi à l'étranger une fois que nous aurons



Most international employers are based right here in North America. Eighty percent of people who go abroad do so with a US or Canadian-based employer, whether firms, NGOs (non-governmental organizations), governments, or, to a lesser extent, international organizations. It is very rare for a North American professional to work abroad with a local firm unless they are well-established in their careers.

Thus, these young professionals, unlike their backpacking counterparts, will not be doing a country-specific job search, researching visa requirements or writing country-specific resumes. When working abroad with a home organization, it is the employer who arranges the visa and, in most cases, designates the country in which you will be working.

So how do you find an international job when the employer is based in your home country? By carrying out a sector-specific rather than a country-specific job search. With a sector-based job search, you target your search and find out who the international players are within your field.

It's important to note that there is no particular field of study that is linked to finding success abroad. Every field has an international component, and you can help your client to research companies and organizations operating at that level. The key is to identify employers who regularly send employees abroad. Contrary to conventional thinking, large multinationals like Pepsi or General Motors rarely send people abroad, and, if they do, they tend to send only senior or long-term employees. You need to identify organizations whose mandate is international, such as international engineering, health, finance, disaster relief, teaching, research and consulting firms. Don't ignore small- and medium-size firms, since they often send junior workers abroad.

Where to start

The first step is to determine what type of organization your client wishes to work for: private firm, NGO, government or international organization.

Once the target field and the type of organization has been determined, your goal is to uncover the "international hierarchy of organizations" within your client's area of professional interest. Begin by identifying the world umbrella organizations and international organizations relevant to this field. These organizations will have regional bodies, national associations and, most importantly, institutional members (private sector firms, NGOs, government departments and universities) that are located in Canada. At each level in this hierarchy, there is a rich layer of potential employers.

This research will uncover a wealth of information. You will find lists of member organizations that are active internationally along with lists and descriptions of their current international projects. Industry websites and trade journals will also point directly to internationally

identifié qui sont les employeurs internationaux clés. Cela pourra en étonner certains, mais les jeunes professionnels ne travaillent presque jamais à l'étranger auprès d'entreprises locales.

La majorité des employeurs internationaux sont basés en Amérique du Nord. Quatre-vingt pour cent des gens qui se rendent à l'étranger le font grâce à un employeur canadien ou américain, que ce soit des entreprises, des ONG, des gouvernements et, dans une moindre mesure, des organisations internationales. Il est rare pour un professionnel nord-américain de travailler outre-mer auprès d'une organisation locale à moins d'être déjà très avancé dans sa carrière.

Ces jeunes professionnels, contrairement aux jeunes routards, n'ont pas à mener une recherche d'emploi spécifique à un seul pays, de s'inquiéter à propos des visas ou de composer un CV adapté à un pays. Lorsqu'un travailleur se rend à l'étranger pour le compte d'un employeur basé dans son pays d'origine, c'est l'employeur qui se charge d'obtenir le visa et qui, la plupart du temps, désigne le pays d'affectation.

Alors, comment trouve-t-on un emploi à l'international lorsque l'employeur se situe chez soi? Il suffit de faire une recherche par secteur plutôt que par pays. Une recherche d'emploi par secteur permet de préciser la recherche d'emploi tout en découvrant qui sont les acteurs internationaux clés dans un domaine particulier.

Il est important de noter qu'il n'est pas impératif d'étudier dans une discipline particulière pour réussir à l'étranger. Tous les domaines possèdent une composante internationale, et il est tout à fait possible de chercher des entreprises et organisations qui opèrent sur ce plan.

Il faut aussi savoir identifier les employeurs qui envoient régulièrement des employés à l'étranger. Contrairement à la pensée populaire, les grandes multinationales comme Pepsi ou General Motors n'envoient que très rarement du personnel à l'étranger, et lorsqu'elles le font, elles envoient seulement des employés ayant de l'ancienneté. Il faut identifier les organismes possédant un mandat international, comme l'ingénierie internationale, la santé, les finances, l'aide humanitaire, l'enseignement, la recherche et les sociétés de conseil. Il ne faut pas laisser de côté les petites et moyennes entreprises, car elles envoient souvent de jeunes travailleurs à l'étranger.

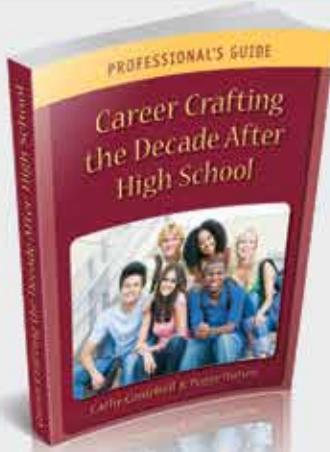
Par où commencer?

La première étape d'une recherche d'emploi internationale consiste à définir pour quel type d'organisation votre client souhaite travailler : entreprise privée, ONG, organisme gouvernemental ou international?

Après avoir déterminé le domaine et le type d'entreprise pour lequel votre client souhaite travailler, votre but sera de lever le voile sur la « hiérarchie internationale des organisations » au sein du domaine en question. Débutez par identifier les associations et les fédérations internationales pertinentes pour le secteur choisi. Ces organisations posséderont à leur tour des antennes régionales, des associations

Career Crafting the Decade After High School: Professional's Guide

AUTHORS: CATHY CAMPBELL AND PEGGY DUTTON



This is the newly enhanced and updated edition of the popular *The Decade After High School* guide!

“This is an invaluable resource for youth, parents, educators, career professionals and others. It is a powerful and realistic depiction of the realities of life after high school for many young people told using their own words. Practitioners and parents will gain empathy and guidance in providing support and young people will be reassured the path is more often zig zag than linear.”

—JENNIFER BROWNE, Director, Career Development & Experiential Learning, Memorial University

GET YOUR COPY!

In print (\$19.99) or ebook via
[Amazon.ca](#) or [Chapters.Indigo.ca](#),
or free epdf.

Learn more at: ceric.ca/dahs

Published by:  ceric 10 years strong 2004-2014
COUNCIL OF THE CANADIAN INSTITUTIONS FOR PROFESSIONAL, APPLIED, TECHNOLOGICAL AND VOCATIONAL EDUCATION CONSEIL DES INSTITUTIONS CANADIENNES POUR L'ÉDUCATION PROFESSIONNELLE, APPLIQUÉE, TECHNIQUE ET VOCATIONNELLE



nationales et, plus important encore, des membres institutionnels (entreprises privées, ONG, ministères et universités) situés au Canada. On retrouve un grand nombre d'employeurs potentiels à chacun des niveaux de cette hiérarchie.

Cette recherche vous permettra de dénicher une véritable mine d'informations. Vous découvrirez des listes d'organisations actives à l'échelle internationale ainsi que des listes et descriptions de leurs projets internationaux actuels. Les sites Web d'industries et les revues spécialisées vous dirigeront également vers des organisations internationales actives dans leur discipline. Ces pistes sont de plus l'occasion de trouver des occasions de stages ou de recherche, des bourses, des formations professionnelles, des conférences internationales et les noms d'experts internationaux dans chaque domaine pouvant fournir des conseils professionnels et des possibilités de réseautage. Vous serez surpris de constater que certains de ces experts habitent à proximité de votre ville. Incitez vos clients à les

active organizations in their field. These leads also point to opportunities for internships, scholarships, research opportunities, professional courses, international conferences and, just as important, names of international experts in their field who can provide career advice and networking opportunities. You will be surprised to find that some of the international experts live within a 300 km radius of your hometown. Get your clients to volunteer their services or to set up informational interviews with them. These are the resources required for scoring big in the international job search process.

With the abundant research material available, an extra dose of entrepreneurial zeal can make all the difference. Entry-level jobseekers are most successful when they do a series of small extraordinary things during the job search process, finding jobs using alternative or back-door strategies. ■

Author bio

Jean-Marc Hachey is the publisher & founder of MyWorldAbroad (formerly *The BIG Guide to Living and Working Overseas*) and is North America's leading expert on international careers having presented seminars at over 100 universities in Canada, the US, France and the UK since 1992.

contacter pour proposer leurs services de manière bénévole ou pour une entrevue d'information. Ce sont là les ressources nécessaires afin de faire un tabac dans une recherche d'emploi à l'étranger.

En plus de tous ces outils de recherche, il peut être nécessaire d'utiliser son zèle entrepreneurial afin de trouver l'emploi souhaité. Il faut savoir être audacieux et franc lorsque l'on communique avec des employeurs. Les demandeurs d'emploi de premier échelon obtiennent le plus de succès lorsqu'ils effectuent une série de petites choses extraordinaires lors de leur recherche, trouvant dès lors un emploi en utilisant des alternatives ou une approche innovatrice. ■

Biographie de l'auteur

Jean-Marc Hachey est l'éditeur et le fondateur de MyWorldAbroad (anciennement *The BIG Guide to Living and Working Overseas*) et est l'un des experts les plus importants des carrières à l'international, ayant présenté dans plus d'une centaine d'universités au Canada, aux États-Unis, en France et au Royaume-Uni depuis 1992.

get certified!



Payroll Compliance Practitioner (PCP)

Why Get Certified?

- The Canadian Payroll Association's certification is the only one of its kind in Canada
- Certification ensures you have the compliance knowledge and payroll skills needed for a career in payroll. Employers look for this certification when hiring and promoting for payroll responsibilities.
- According to Hays Canada's Payroll Salary Guide, certified payroll professionals, earn an average of \$10,000 more (or one salary band) than non-certified payroll practitioners



THE CANADIAN
PAYROLL
ASSOCIATION C.P.A.
ACP

L'ASSOCIATION
CANADIENNE
DE LA PAIE

Courses offered at colleges and universities across Canada. Online courses start monthly at payroll.ca.

certification@payroll.ca

Démystifier le processus de sélection des jeunes volontaires

Plusieurs organisations non gouvernementales (ONG) offrent aux jeunes Canadiens la possibilité de vivre une expérience de bénévolat à l'étranger, pour peu qu'ils réussissent à être sélectionnés

Demystifying the Recruitment Process for International Volunteers

Many non-governmental organizations (NGOs) provide young Canadians with the opportunity to volunteer abroad, as long as they can be successful in getting selected

Par Benoîte Labrosse

This article is available in English online at contactpoint.ca/2015/01/recruitment.



La nomination des futurs volontaires survient en effet au terme d'un processus de sélection d'une durée de quelques semaines à quelques mois, et bien que chaque ONG ait ses propres exigences, les étapes demeurent sensiblement les mêmes.

Avant tout, déterminer ses objectifs et ses compétences

« Le volontariat international est un sport extrême sociologique », illustre Suzanne Ouellet, chargée de formation et de mobilisation des volontaires pour le programme Uniterra du Centre d'étude et de coopération internationale (CECI). « Il faut vraiment avoir le goût de se mettre dans des situations pas faciles et la capacité de s'adapter à tout. »

Le futur volontaire doit se questionner sur lui-même : possède-t-il l'ouverture d'esprit, la flexibilité et le goût de l'aventure nécessaires? Veut-il partir seul ou en groupe? Il doit aussi réfléchir au type d'engagement qu'il est prêt à prendre. Certains programmes s'échelonnent sur un an, demandent de l'implication pré-départ ou la réalisation d'activités au retour et comprennent des levées de fonds. La durée des séjours varie également beaucoup.

L'intéressé doit choisir entre l'initiation à la solidarité internationale et la réalisation de projets professionnels. Dans ce dernier cas, des diplômes, du savoir-faire et des années d'expérience sont requis. D'autres programmes demandent plutôt d'être en cours d'études ou fraîchement diplômé.

Il faut par ailleurs s'assurer d'apprécier la mission et le fonctionnement de l'ONG choisie, de même que le pays d'accueil visé. Des recherches s'imposent, entre autres sur le site Web de

l'organisme et celui du Centre d'apprentissage interculturel fédéral. « C'est un tout : il faut être intéressé par le sujet du stage, le pays d'accueil, le partenaire terrain et l'ONG au Canada », résume Julie Larocque, appui à la programmation jeunesse chez Développement et Paix.

La présélection : Se mettre en valeur sur papier

Internet est le meilleur outil pour dénicher les expériences à l'étranger, sur les sites des ONG ou sur des portails spécialisés tels Myworldabroad.com et Quebecsansfrontieres.com.

D'ailleurs, la plupart des organismes acceptent uniquement les mises en candidature en ligne. Ils examinent d'abord le curriculum vitæ des candidats, ainsi que leur lettre de motivation ou leurs réponses à un questionnaire. Ce dernier porte sur les expériences antérieures de bénévolat, de voyage et de vie de groupe.

« Souvent, les jeunes ont un bagage intéressant, mais ils ne savent pas le mettre en valeur », souligne Alex Chevalier-Caron, adjoint au programme de stage Québec Sans Frontières (QSF) chez Oxfam-Québec. Pourtant, des années chez les scouts, du bénévolat et des excursions ont beaucoup de poids dans la décision d'inviter ou non un candidat aux entrevues de sélection. Car c'est l'objectif de cette étape : s'assurer que les intéressés respectent les critères de base.

Pour les stages d'initiation, « la lettre de motivation est plus importante que le CV », précise Maude Gilbert-Vanasse, agente de formation et de programme QSF au CECI. La réflexion autour du concept de solidarité internationale est aussi prise en compte, « car vouloir aider, ce n'est pas suffisant », note Julie Larocque.

Dans le cas des stages professionnels, les diplômes prennent plus d'importance et des références sont requises. « Même si on a une excellente lettre de motivation et de bonnes références, si le CV ne correspond pas, c'est très difficile d'être choisi », prévient David Forest, gestionnaire de la mise en œuvre du volontariat international chez Cuso International.

Les entrevues individuelles : Être prêt à se vendre

Dépendant si le voyage se fait en groupe ou en solo, les entrevues varient. Pour les départs individuels, il s'agit d'une entrevue professionnelle standard, qui dure environ une heure. « Elle nous sert à bien connaître la personnalité de l'individu et sa faculté à se débrouiller dans un pays en voie de développement, ainsi qu'à sonder son intérêt envers les autres cultures », détaille Jean-Yves Bourdages, directeur général d'Ingénieurs Sans Frontières Québec (ISFQ). L'entretien contient plusieurs mises en situation qui permettent de juger la réaction du candidat face aux imprévus.

L'entrevue peut aussi être destinée à monter le dossier qui sera remis au partenaire du Sud, responsable du choix final du candidat. « Parfois, l'organisation participe à l'entrevue par Skype, ce qui accélère le processus », ajoute Suzanne Ouellet. Parfois, celui-ci débute avec un entretien téléphonique préliminaire. « Il s'agit d'une révision conjointe du dossier de candidature, mais surtout une séance d'information pour s'assurer que les gens réalisent dans quoi ils s'embarquent », soutient David Forest.

Pour les séjours de groupe, même si le contenu se ressemble, l'objectif diffère : l'entrevue individuelle sert principalement à vérifier les impressions qu'ont eues les évaluateurs durant la phase de groupe (voir plus bas). « Cette étape

Trois conseils d'experts pour être choisis

- 1. S'y prendre à l'avance.** Plusieurs mois séparent souvent la sélection du départ. Il est donc primordial de commencer ses démarches tôt, jusqu'à un an avant la date de départ souhaitée.
- 2. Bien se connaître.** « L'un des facteurs décisifs est la connaissance que les candidats ont d'eux-mêmes, explique Suzanne Ouellet. La maturité affective va souvent faire la différence entre une sélection et un refus. » Le candidat doit clairement savoir pourquoi il est rendu à cette étape de son parcours et où cette expérience va le mener.
- 3. Rester soi-même.** « En entrevue, la clé est de ne pas chercher à plaire à personne et d'être soi-même », estime Alex Chevalier-Caron. Pour les stages de groupe, il est essentiel de jouer franc jeu dès le départ « parce que tu t'en vas passer deux mois et demi avec les mêmes personnes, donc ta vraie personnalité va finir par ressortir », rappelle Julie Larocque.

permet aussi à ceux qui se mettent moins en valeur en groupe de se reprendre », précise Alex Chevalier-Caron. « Nous voulons savoir ce que le candidat croit pouvoir apporter au groupe et au projet », poursuit Julie Larocque.

Dans tous les cas, si la langue du pays n'est pas celle du volontaire, l'ONG en vérifie la connaissance de base. « Nous avons une discussion pour voir comment le candidat se débrouille », explique Jean-Yves Bourdages. Parfois, l'entrevue complète se déroule dans la langue d'accueil. D'autres fois, une seule question est posée.

Les entrevues de groupe : Pratiquer la collaboration et la tolérance

Les objectifs de l'entrevue de groupe varient aussi selon le type de séjour. Et dans certains cas, elles sont totalement absentes du processus.

Pour Cuso, l'objectif est de vérifier que les candidats répondent aux « six dimensions » de l'organisme, qui sont en fait des aptitudes interpersonnelles indispensables au volontariat international. Quelques candidats se retrouvent pour une « journée d'évaluation » durant laquelle ils sont appelés à présenter leurs motivations personnelles et leurs défis, puis à réaliser une série d'exercices de groupes, dont des études de cas.

Seule la période du dîner – fourni par Cuso – permet au candidat de « relaxer un peu », selon David Forest. Un luxe que n'ont pas les candidats aux séjours de groupe. Autant chez OXFAM, au CECI que chez Développement et Paix, ils peuvent s'attendre à un *potluck* improvisé, à la privation d'un sens, à un handicap imposé ou

à un nombre insuffisant de couverts. L'heure du lunch sert en effet à observer les réactions des candidats à des situations déstabilisantes. « C'est une période vraiment révélatrice », assure Maude Gilbert-Vanasse.

Ce dîner clôture un avant-midi d'exercices collectifs regroupant généralement les candidats au même séjour. « Les activités changent chaque année, mais l'objectif reste le même : voir quel sera le processus de réflexion personnelle des candidats, mais aussi leurs agissements en groupe », explique Julie Larocque. Bricolage, mises en situation, jeux... Toutes leurs actions sont surveillées par des observateurs, dont les impressions sont validées en entrevue individuelle. « Les gens ont tendance à chercher la bonne réponse, mais il n'y en a pas, rappelle Alex Chevalier-Caron. Nous recherchons avant tout de bons humains. »

« Lors de la journée de sélection, tu te ramasses avec des gens avec qui tu n'as pas nécessairement d'affinités, mais il faut que tu développes ta tolérance : ça commence à ce moment-là et ça ne finit jamais ! » fait remarquer en riant Mme Larocque, une ancienne « sélectionnée » de QSF, tout comme M. Chevalier-Caron et Mme Gilbert-Vanasse.

Toutefois, la formation d'un groupe efficace demande parfois de mettre de côté de bons candidats. « Nous pouvons lui proposer une place dans un autre stage, ou encore le garder sur une liste de rappel », déclare M. Chevalier-Caron.

Des formalités essentielles

Une fois toutes ces étapes franchies, le candidat doit se rendre chez un médecin, qui doit certifier par écrit son aptitude à vivre dans son pays d'affectation. Si le praticien a des doutes,

l'aventure se termine là, principalement pour des raisons d'assurances.

« Il n'y a pas de limitations proprement dites, mais il faut quand même réfléchir à certaines choses : une allergie aux arachides, ça rend la vie difficile en Afrique de l'Ouest, par exemple », fait valoir Julie Larocque. Occasionnellement, une certification semblable doit être obtenue auprès d'un dentiste, et certaines ONG vérifient les antécédents judiciaires.

Attention! La sélection ne s'arrête jamais vraiment...

Peu importe l'ONG, le volontaire choisi doit ensuite prendre part à une formation pré-départ, qui varie de deux jours à quelques fins de semaine. Il y est encore observé par les responsables, qui peuvent déceler certains comportements nuisibles qui pourraient mettre fin à l'aventure.

« Même s'ils partent seuls, les volontaires doivent effectuer des travaux d'équipe durant cette formation, explique Suzanne Ouellet. Nous pouvons alors constater s'il y a quelque chose qui cloche, même si c'est rare. »

Règle générale, ce sont plutôt les candidats qui se désistent d'eux-mêmes tout au long du processus. « Il y a beaucoup de travail à faire avant de partir, donc il faut être motivé et prêt à travailler sur le long terme, ce qui ne plaît pas à tout le monde », note Jean-Yves Bourdages.

« Nous essayons d'être les plus clairs possible sur ce que ça exige, car les désistements en cours de route ont un impact négatif sur le groupe et il faut retourner en processus de sélection », conclut Julie Larocque en soulignant que ces désistements donnent une seconde chance aux candidats mis de côté après les entrevues de groupe. ■

Biographie de l'auteure

Benoîte Labrosse est une journaliste indépendante basée à Montréal. Elle collabore entre autres à Protégez-Vous et Les Affaires. Elle est rédactrice en chef adjointe du magazine de solidarité internationale Sans Frontières et secrétaire-trésorière de la Fédération professionnelle des journalistes du Québec (FPJQ).



Lessons Learned from Working and Living Abroad

Advice on helping your clients who want to work overseas, by a career practitioner who made the big move

Cet article est disponible en français sur orientaction.ca/2015/01/enseignements.

Les enseignements tirés d'une expérience de vie et de travail à l'étranger

Des conseils pour aider vos clients désireux de travailler à l'étranger, par une intervenante en développement de carrière qui a elle-même fait le grand saut

By Gillian Johnston

It is amazing how one phone call can change your life. In the fall of 2002, I was happily working in my job as a counsellor educator at a community college in Toronto, preparing our graduates to work as career development practitioners. One day, on returning to my office from a class, there was a message that would change my life forever. It was from a recruiter searching for counsellor educators for a position in the United Arab Emirates (UAE). I went on to work in the UAE training Emirati women to be career advisors and counsellors for a total of six-and-a-half years. This article is about some of the things I learned from my experience and the experiences of other friends who have chosen to work and live outside Canada. Hopefully this reflection can help you when working with people considering working and living abroad or perhaps even help you in your own career. Some of the tips will be about the labour market and others will address far more personal things to take into consideration when making this kind of life-changing decision.

Be clear about your goals

Fortunately, when my call came, I had already gone through a goal-setting exercise from Barbara Sher that enabled me to articulate what I wanted in the future: to continue to teach what I teach, in another country by the sea with lots of sunshine. But I had limited my thinking to doing this after I was due to retire in 2014. I had not considered doing it earlier. When the call came, I was only half listening to the recruiter and my subconscious woke me up and I found myself saying out loud, "oh that sounds quite interesting." It was exactly what I wanted, just coming at a different time than I had planned — a perfect case of Krumboltz's planned happenstance.

So when working with clients, it is very important to explore what it is that they want. Of course, every instance is different. For some, it may be a way to advance their careers by getting international experience; for others, it is more about lifestyle than about the career. Some may see it as a way of getting a foot on the career ladder and others may not feel they have as much control over the decision as it involves a transfer with their current international employer. Whatever the initial stimulus, our work

as practitioners is to help each individual look at the options, clearly taking into consideration long- and short-term effects.

There are some big consequences of working and living abroad that need to be considered. How long does the person see themselves being outside of Canada? For some, a short stint of six months to three years may be the goal. Others, especially those with wanderlust, may see this as a way of life. In many cases, the longer you stay out of the home country, the harder it is to get back in. If all of the work experience is from outside, it is not as palatable to employers at home. People returning after a decade away may face the same issue as many newcomers: no Canadian experience. Therefore, it's important to help clients adopt a long-term view regarding the positives and potential drawbacks, and consider not just the going away but the homecoming in decision-making.

Do your homework

We counsel and coach our clients to do their research on companies they are applying to here at home; the same is true for companies abroad. Additionally, the client needs to research the country, the city or location within that country,

the mores of the country, laws, entitlements, living conditions, etc. The work may be great, the workplace may be wonderful, but if the person and his/her family is unhappy with the living conditions, it can be a disaster.

For many people the desire to live and work abroad is about opening themselves up to other ways of living. Help your clients find information on what it is like to live in that country. I connected with two people I knew who lived in the UAE and got lots of good information from them. Most people I knew working abroad were open to sharing the highlights and some of the challenges. You can also prepare your clients for being interviewed by Skype and other distance ways of recruiting. In addition, all the usual advice and preparation for job search applies. Interviewers will probably ask questions about clients' experience in cross-cultural communication, so having examples ready will be helpful. Make sure your clients have appropriate questions ready for their interviews, and it is expected that some of the questions will be about life in the country to which they are applying. As always, employers will expect that they have done their homework on the company but also on the country.

iStock

Be prepared to change

As in any life transition, our previous experience and our personality influence how the current experience affects us. Helping clients understand the process of transition and some of the "normal" reactions can help when they later face some challenges. Talking about support systems and how clients have successfully coped with past changes can prepare them to face these challenges.

One thing I learned from my personal experience is that one is never the same afterwards. Each new experience gives us the opportunity to grow, stretch, challenge ourselves and learn or confirm who we are as individuals. Openness and humility are two strong allies in learning. To thrive in a new country, new culture, new everything, one needs to be open to it. Comparing to what is "at home" is normal but not always helpful in acculturation. Depending on the country and culture that one lives in abroad, there may be more or less opportunity to truly interact with the nationals of that country. As in life anywhere, it is important to not have too many assumptions about the new country, culture, processes. It is better to watch, ask and explore with respect and humility.

Finding oneself in a new environment can lead to lots of reflection on "who am I," especially in the first blush of adjustment. Noticing one's reactions to things and circumstances that are different can enable us to have far greater insight into what is important to us, what we truly believe, what our values are. Finding someone to share those thoughts and reactions with, in a non-judgmental way, is important. Those with family and friends in the new environment have that kind of support built in. For those who are on their own, it can be a lonely time. I wrote about it in numerous long epistles back home; thus, helping myself to make sense of it.

As T. S. Eliot says in *Four Quartets*:

"We shall not cease from exploration and the end of all our exploring will be to arrive where we started and know that place for the first time." ■

Author bio

Gillian Johnston is a counsellor educator with 30 years' experience in Canada and the UAE, recipient of the NCDA International Award and a Director of the Career Development Practitioners' Certification Board of Ontario.

return

to school for a better future with



eCampusAlberta

Where life and learning click.

900+ online courses.

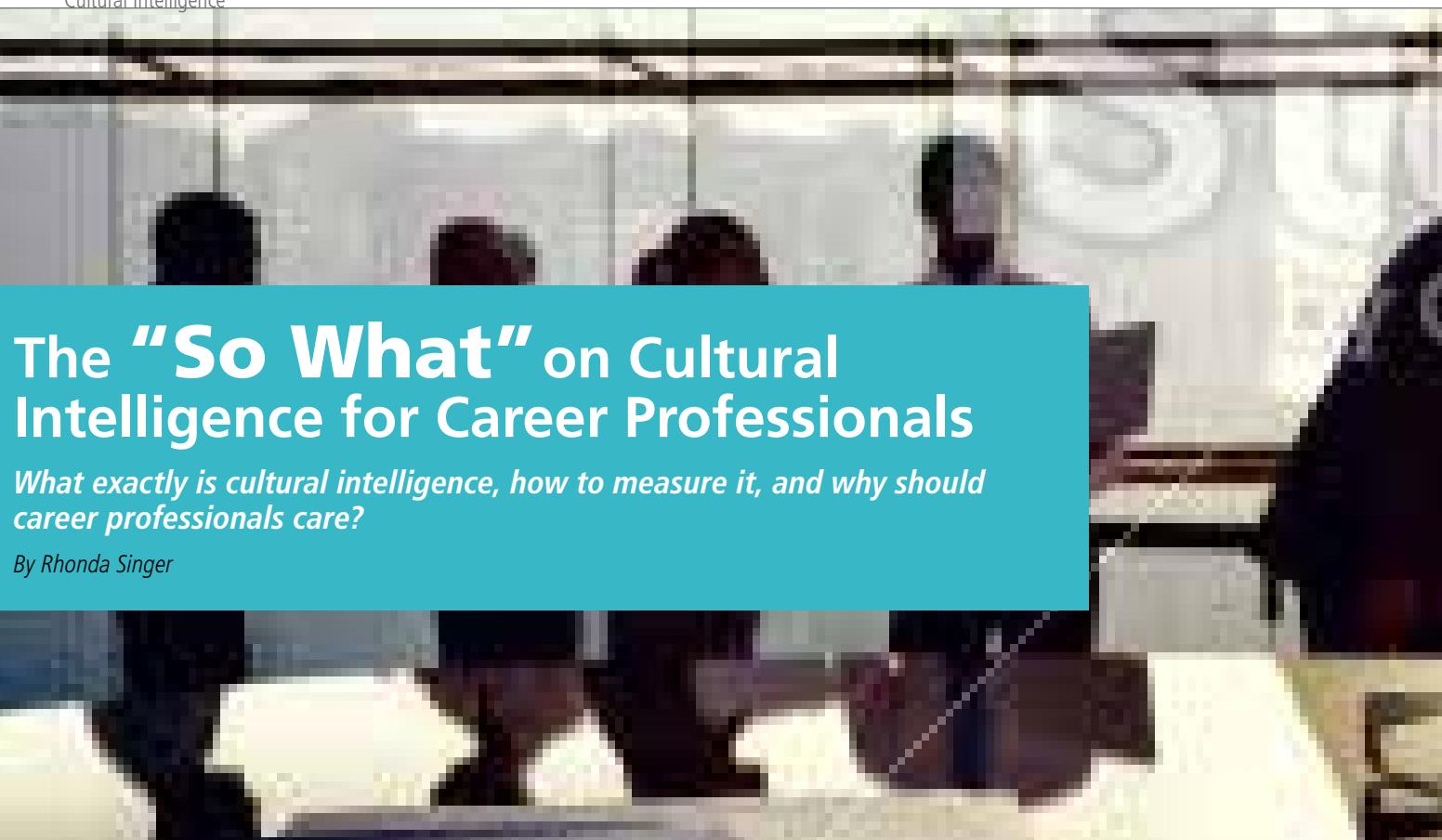
70+ online programs.

26 post-secondary institutions.

One convenient way to learn.

Find out more at
eCampusAlberta.ca





The “So What” on Cultural Intelligence for Career Professionals

What exactly is cultural intelligence, how to measure it, and why should career professionals care?

By Rhonda Singer

Having the ability to work across different cultures is essential in today's global economy. The world is more connected, resulting in people communicating with other cultures on a daily basis. Yet do we, as career professionals, consistently adapt our approach to interact with clients in the most culturally intelligent way?

Before addressing this question, it is important to understand what is cultural intelligence, or CQ, as it is often called in the workplace. As defined in David Livermore's book *Leading with Cultural Intelligence*, CQ is a person's capability to function effectively in intercultural contexts, including different national, ethnic, organizational and generational contexts.

Who are the culturally intelligent?

David and his colleagues asked the same question this way: *What's the difference between individuals and businesses that succeed in today's globalized, multicultural world and those that fail?* Contrary to what you might think, it is not the international traveller or people with the highest IQ that excel in CQ. Instead the research illustrated that people who achieved high scores in each of the following four CQ capabilities demonstrated high cultural intelligence:

- **CQ Drive:** Deriving enjoyment, gaining benefits and having confidence in experiencing other cultures.
- **CQ Knowledge:** Understanding, generally, how different cultures have similarities and differences and how it affects the way people think and behave.
- **CQ Strategy:** Being mindful, aware and able to plan in order to adapt when relating and working interculturally.
- **CQ Action:** Appropriately changing verbal and non-verbal behaviour when required in multicultural situations.

The good news is that, unlike IQ, your CQ level is not fixed from birth. It can be developed and strengthened through awareness of your own CQ score and training, followed up by the vigilant use of the CQ capabilities.

The importance of CQ in today's workplace, in Canada and globally

As well as being able to "fit" into a culturally diverse workplace, there have been many studies that demonstrate the connection between employees having higher CQ and improved job performance, particularly as it relates to judgment and decision-making, negotiation and cross-cultural adaptability. This makes CQ increasingly important as one of the key soft skills that employers are looking for in their employees. Subsequently, some companies incorporate CQ into their marketing strategy, others into their human resource agenda for recruiting, engaging and retaining their talent pool.

That leads us to the critical question of why is CQ important to the work of career development professionals. Stories from career professionals frequently describe client issues in some of the following ways:

- Nods yes but does not carry through with the action plan
- Does not make eye contact
- Does not demonstrate initiative
- Does not know how to do small talk or network in the Canadian workplace



CQ

It is natural to interpret a client's behaviour through our own cultural lens. However, when observing actions from others that seem different, the most important question to ask is "I wonder why?" in order to have a meaningful conversation about your clients' dreams, goals and current reality. When we care enough to include cultural intelligence in our practices, we demonstrate authentic respect and not just mere politeness or tolerance for differences. We transform into true professionals with the drive, knowledge, strategy and behaviour that engages multicultural clients in empowering career conversations – conversations that result in more effective outcomes.

How do we determine our own level of cultural intelligence, or that of our clients? A simple way to begin is by practicing careful observation while interacting. Keep the four distinct CQ capabilities in mind, and over time note which of that person's capabilities are stronger or weaker. A more academic and valid method is by completing an online CQ assessment. The Cultural Intelligence Center and its colleagues

developed the first academically validated assessment in this area and continued their research to include options for students, individuals or multi-raters (similar to a 360). The CQ report outlines which capabilities are strengths and which need development, and it also includes your cultural value orientations compared to norms from 10 global country clusters. Values are the glue to decision-making. Gaining insight into your own values as compared to clients or colleagues is a very helpful tool in understanding how to minimize or prevent conflict resulting from communication challenges such as lack of consensus or compliance.

Research demonstrates that professionals who see the strategic value of cultural intelligence are able to effectively influence cultural differences for competitive advantage and achieve a win-win for their clients and themselves. When CQ is integrated into practice, career professionals achieve greater client results. After all, is that not what success is all about? ■

Author bio

Rhonda Singer, MSc, CHRD, is VP, Global Talent at Global Learning. She is a Career Management Fellow and certified in CQ at the Advanced Level 2. Rhonda invites questions and conversation at rsinger@egloballearning.com.

How Hard Is it to Find Employees with Soft Skills?

CERIC survey delves into employer attitudes about the soft skills they want and their responsibility to provide training

By Mario R. Gravelle



The Canadian Education and Research Institute for Counselling (CERIC) supports research into attitudes about career development matters in Canada. Environics Research Group recently carried out a survey of Canadian business leaders on CERIC's behalf to surface their recruiting practices, tactics they employ to find the best employees for their needs, as well as the training and career management opportunities they provide. This article highlights how the 500 business leaders surveyed responded to questions about "soft skills" (i.e. personal qualities, habits, attitudes and social graces that make someone a good employee and compatible to work with). Here are some notable discoveries:

Most important soft skills? And the winners are...

There is widespread agreement among employers that "ideal" employees have a good blend of technical as well as soft skills. CERIC's survey asked several questions about the latter in order to uncover how they play a role in hiring and career advancement. For instance, participants were asked "what soft skills are

most important to you in an employee?" The four most frequent answers are "positive attitude," "communication skills," "teamwork skills" and a "strong work ethic." Differences in opinion do emerge when examining the findings according to region (British Columbia, Prairies, Ontario, Quebec and Atlantic Canada), location (Rural, Outside Major City and Major City) and the size of the business. For example, Figure #1

reveals that over one-third of those from Ontario believe in the value of "communications skills" while fewer than one-quarter from Quebec and the Prairies share the same opinion. The data also shows that "interpersonal/customer skills" are much less important in Quebec (7%) than the rest of Canada (Atlantic Canada and Prairies 19% respectively, Ontario 21% and British Columbia 25%).

CHOICE OF ANSWERS	Region					Location			Business Size				
	British Columbia	Prairies	Ontario	Quebec	Atlantic Canada	Rural	Outside Major City	Major City	<10	10-49	50-99	100-499	500+
Positive attitude	38%	41%	36%	29%	33%	38%	38%	29%	37%	41%	36%	36%	26%
Communication skills	33%	23%	37%	22%	30%	26%	31%	26%	27%	25%	27%	36%	37%
Teamwork skills	31%	22%	28%	28%	16%	25%	20%	34%	19%	18%	32%	42%	38%
Strong work ethic	18%	23%	30%	17%	25%	27%	22%	21%	22%	20%	14%	22%	30%
Interpersonal/customer service skills	25%	19%	21%	7%	19%	14%	18%	22%	15%	20%	14%	22%	26%
Flexibility/adaptability	14%	9%	11%	17%	7%	12%	10%	13%	13%	6%	5%	11%	15%
Honesty/integrity	16%	8%	7%	9%	14%	11%	12%	9%	13%	12%	9%	3%	8%
Time management abilities	8%	9%	12%	8%	10%	7%	10%	11%	10%	10%	-	17%	7%
Reliability/dependability	11%	10%	7%	7%	10%	10%	8%	10%	10%	9%	9%	17%	4%
Problem-solving skills	11%	10%	5%	8%	4%	8%	8%	7%	9%	4%	-	6%	10%

Figure 1. What soft skills are most important to you in an employee? Top 10 of 25 choices.

According to this figure, similar viewpoints emerge across the three locations except that "teamwork skills" are most highly prized by those in Major Cities (34%) compared to those in Rural settings (25%) and Outside Major Cities (20%). The greatest variances exist when examining the responses by the size of employers surveyed. A "positive attitude," for example, appears to be much less important for the largest firms versus those with fewer than 50 employees. Conversely, the former placed much greater standing on "teamwork skills" than the latter.



What are employers doing to enhance soft skills?

The CERIC survey included a segment of questions pertaining to workplace training initiatives. Those employers who indicated that their firms provide training were asked whether these were intended to develop technical abilities, soft skills or both. According to respondents, employees are much more likely to be able to access technical skills training programs compared to programs dedicated to improving their soft skills. Moreover, Figure #2 shows that a significantly greater proportion of firms in British Columbia offer soft skills training to their workers. Another interesting difference exists when examining the findings by location as just over twice as many employers from Rural settings versus those from Major Cities stated their businesses offered soft skill training opportunities.

CHOICE OF ANSWERS	Region					Location			Business Size				
	British Columbia	Prairies	Ontario	Quebec	Atlantic Canada	Rural	Outside Major City	Major City	<10	10-49	50-99	100-499	500+
Technical Skills	36%	43%	35%	44%	43%	36%	40%	43%	53%	40%	40%	31%	20%
Soft Skills	30%	16%	16%	16%	21%	27%	20%	13%	20%	23%	10%	19%	16%
Both	34%	39%	46%	40%	36%	36%	39%	43%	26%	34%	50%	50%	63%
Depends	-	2%	2%	-	1%	-	1%	2%	1%	3%	-	-	1%

Figure 2. Generally, is the training you provide to staff technical in nature, or focused on soft skills, such as team-building or diversity awareness?

The data above reveals that business size has the most significant impact on the type of training provided by employers. Specifically, smaller firms (up to 10 employees and from 10 to 49 employees) are much more likely than much larger firms (100 to 499 employees and 500+ employees) to only provide technical training. Employees are also much more likely to access both types of training if they work for larger businesses.



Celebrating Over 10 Years of Excellence!

ODEI
ONTARIO DENTAL EDUCATION INSTITUTE

- Become a Dental Hygienist in less than two years
- Start right out of high school at an accredited program
- Hands-on learning from day one
- Scholarships and Bursaries available

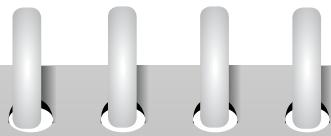


201 Wilson Street East, Lower Level
Ancaster, Ontario, 1-866-979-6334

www.on-dei.com

Author bio

Mario R. Gravelle is Learning & Innovation Analyst at The Counselling Foundation of Canada. He is responsible for supporting the reception of funding requests as well as managing the Foundation's grants. Gravelle likewise supports knowledge transfer activities to promote the work accomplished by the organization's grant recipients. He is completing his doctoral dissertation in history at York University (BA from Concordia University and MA from the University of Ottawa). The Foundation proudly supports CERIC and its programs.



Calendar

To have your event listed here, add it in the Learning section on contactpoint.ca.

Cannexus15 National Career Development Conference / Congrès national en développement de carrière Cannexus15

JANUARY 26-28 JANVIER 2015
Ottawa, ON
cannexus.ca

Online Course: Ethics for Career Practitioners

FEBRUARY 11-24 FÉVRIER 2015
lifestrategies.ca

Colloque 2015 du Regroupement québécois des organismes pour le développement de l'employabilité (RQuODE)

FEBRUARY 11-13 FÉVRIER 2015
Saint-Sauveur, QC
colloquerquode.com

Career and Employment Information Specialist Training

FEBRUARY 18-20 FÉVRIER 2015
Toronto, ON
events.onestep.on.ca

Colloque : Le travail et l'emploi dans tous leurs états

FEBRUARY 25 FÉVRIER 2015
Lévis, QC
aruc.rlt.ulaval.ca

Calendrier

Pour que votre évènement soit mentionné ici, vous devez d'abord l'ajouter à la liste des évènements sur orientation.ca.

British Columbia Career Development Association (BCCDA) Conference: Raising the Bar – in Practice and in Community

MARCH 6-7 MARS 2015
Richmond, BC
cdconference.wordpress.com

Online Course: Essentials of Developing a Mentoring Program

MARCH 12-26 MARS 2015
td.org

National Co-op Week / Semaine de l'enseignement coopératif

MARCH 16-20 MARS 2015
Everywhere in Canada
cafce.ca

14^e Colloque sur l'approche orientante

MARCH 25-27 MARS 2015
Québec, QC
aqisep.qc.ca

Advanced Résumé Development Certificate Program

APRIL 8-29 AVRIL 2015
careerprocana.ca

Online Course: Researching Trends, Career Information and Employment Possibilities

APRIL 8-21 AVRIL 2015
lifestrategies.ca

Futures Conference 2015 Request for Presenters Deadline

APRIL 10 AVRIL 2015
Collingwood, ON
firstwork.org

Alberta Career Development Conference (ACDC)

APRIL 30 AVRIL-MAY 1 MAI 2015
Edmonton, AB
careerdevelopment.ab.ca

Canadian Counselling and Psychotherapy Association (CCPA) Annual Conference / Congrès de l'Association canadienne de conseil et de psychothérapie (ACCP)

MAY 19-22 MAI 2015
Niagara Falls, ON
ccpa-accp.ca

Nova Scotia Career Development Association (NSCDA) 17th Annual Conference

MAY 28-29 MAI 2015
Wolfville, NS
nscda.ca

Why Career Development Matters
Le développement de carrière, ça compte



Buy » Wear » Discuss
Achetez » Portez » Discutez



ceric.ca/askmewhy

ceric.ca/pourquoi

Advertiser Index

Automotive Industries Association of Canada.....	2
Canadian Payroll Association.....	21
Cannexus National Career Development Conference	31
Career Development Practice in Canada Textbook.....	14
Career Crafting the Decade After High School Guide	20
Career Development Matters T-shirts.....	30
CERIC	32
eCampus Alberta.....	25
Harris Institute.....	12
Ontario Dental Education Institute.....	29
West Coast College of Massage.....	13





10 Questions for Marc Kielburger

Marc Kielburger is a social entrepreneur, *New York Times* best-selling author and gifted orator.

Along with his brother Craig, Marc is co-founder of Free The Children, an international charity and educational partner that empowers youth to achieve their fullest potential as agents of change.

Marc is also the co-founder of Me to We, an innovative social enterprise that advances the vision of philanthropy and provides people with better choices for a better world.

Every year, Marc and Craig organize a series of We Days, Free The Children's signature domestic event attended by 200,000 students from 6,000 schools.

In one sentence, describe why career development matters.

Career development helps you find your passion and interests, and in the process enables and empowers you to be able to choose a meaningful path in life.

Which book are you reading right now?

An Astronaut's Guide to Life on Earth by Chris Hadfield. It's a fascinating read and he's such a remarkable person. We're incredibly humbled to have him as an ambassador for We Day!

What did you want to be when you grew up?

A teacher. For as long as I can remember, I knew I wanted to spend my life helping people and many of my biggest role models early on were teachers, including both of our parents and many others who each played an important role in guiding me along the path I am still on today.

Name one thing you wouldn't be able to work without?

My BlackBerry.

What activity do you usually turn to when procrastinating?

I don't procrastinate often but when I do, I like to watch movies.

What song do you listen to for inspiration?

Anything by U2.

Which word do you overuse?

"Grateful." I only wish there were more ways to express just how much we appreciate the amazing, wonderful people who have helped us along the way, and continue to support us every single day.

Who would you like to work with most?

My brother Craig (so I guess I'm lucky!).

Which talent or superpower would you like to have?

Teleportation, so I could avoid taking long flights.

What do you consider your greatest achievement?

The work of Free The Children and Me to We. When we first started Free The Children as a student club almost 20 years ago, we had a dream to build one school. Since then we have built over 650 schools around the world and continue to empower millions of young people every day to become leaders in their own communities. ■

January 25 – 27 janvier 2016

National Career Development Conference
Congrès national en développement de carrière
Centre Shaw Centre, Ottawa



Cannexus16

Cannexus16 promises to continue to promote the exchange of information and explore innovative approaches in career counselling and career development.

Cannexus16 promet de continuer à promouvoir l'échange d'information et d'explorer des approches innovantes dans le domaine de l'orientation professionnelle et du développement de carrière.

KEY DATES		DATES IMPORTANTES	
April 30, 2015	Sponsor, Exhibitor & Advertiser Package available	30 avril 2015	Trousse disponible pour les commanditaires, les annonceurs et les exposants
May 19, 2015	Delegate Super Saver Registration opens	19 mai 2015	Début de l'inscription au tarif Super avantageux
June 12, 2015	Call for Presenters deadline	12 juin 2015	Date limite pour l'appel de propositions

Check Cannexus.ca regularly for the latest information!

Visitez régulièrement le site Cannexus.ca pour les dernières informations!



CERIC (Canadian Education and Research Institute for Counselling) is a charitable organization that advances education and research in career counselling and career development.

Le CERIC est un organisme caritatif voué à la progression de l'éducation et de la recherche en matière d'orientation professionnelle et de développement de carrière.

INITIATIVES

Project Partnerships Partenariats de projets

CERIC funds both research as well as learning and professional development projects that advance the body of knowledge in career counselling and career development in Canada. For more information about our current funding priorities and project partnership details, please visit ceric.ca.

Le CERIC finance à la fois des projets de recherche et des projets pédagogiques et de développement professionnel qui promeuvent l'ensemble des connaissances dans le domaine de l'orientation professionnelle et du développement de carrière au Canada. Pour de plus amples renseignements sur nos priorités de financement et nos partenariats de projets, visitez le site ceric.ca.



Canada's bilingual National Career Development Conference promoting the exchange of information and innovative approaches for career development and counselling. Ottawa, January 25 - 27, 2016.

Cannexus est un congrès national bilingue favorisant l'échange d'informations et d'initiatives novatrices dans le domaine de l'orientation et du développement de carrière. Ottawa, du 25 au 27 janvier 2016.



ContactPoint is a Canadian online community program providing career resources, learning and networking for practitioners.

OrientAction est un programme communautaire canadien en ligne destiné aux praticiens(ses), qui fournit des ressources sur le développement professionnel, l'acquisition de connaissances et le réseautage.



The CJCD is a peer-reviewed publication of career-related academic research and best practices. cjcdonline.ca

La RCDC est une publication qui porte sur la recherche universitaire et les meilleures pratiques évaluées par des spécialistes du secteur. rcdcenligne.ca



Graduate Student Engagement Program and Graduate Student Award. For information, visit ceric.ca.

Programme de mobilisation des étudiants(es) aux cycles supérieurs et Prix des études supérieures. Pour obtenir plus d'informations, veuillez visiter ceric.ca.

Celebrating a decade of enabling and supporting thought leadership, knowledge and skill building, community collaboration and raising the profile of career development in Canada.

Nous célébrons une décennie à soutenir le développement des connaissances et des compétences, le leadership intellectuel et la collaboration communautaire, en plus de mieux faire connaître le développement de carrière au Canada.

RESOURCES & PROJECTS RESSOURCES ET PROJETS

CAREER SERVICES GUIDE

SUPPORTING PEOPLE AFFECTED BY MENTAL HEALTH ISSUES

Career Services Guide
Supporting people affected by mental health issues
Guide pour les centres de carrières
Soutenir les gens aux prises avec des troubles de santé mentale

Coming in early 2015!

Disponible bientôt en 2015!

In partnership with / en partenariat avec Nova Scotia Career Development Association



Glossary of Career Development Glossaire du développement de carrière

In partnership with / en partenariat avec Canadian Council for Career Development (CCCD)



CERIC Free Anniversary Webinar Recordings Webinaires gratuits pour le 10^e anniversaire du CERIC

- Hope-Centred Career Interventions
- Guiding Young People in the Decade After High School
- Emerging Green Jobs in Canada

With / avec Norm Amundson, Cathy Campbell & Matt Wood

ceric.ca



18 Spadina Road, Suite 200, Toronto, ON M5B 2Z7 | 416.929.2510

Charitable Registration # / Numéro d'enregistrement d'organisme de bienfaisance 86093 7911 RR0001