

Newcomer Employment Toolkit

Draft 4: January 2023



Brantford
Immigration
Partnership

Disclaimer

This resource is the result of collaboration between members of the Brantford Immigration Partnership. The document's primary intention is to serve as an online resource with live links to external resources. The BIP will take efforts to ensure information is updated on an annual basis. To report any broken links, please contact bip@brantford.ca

The Newcomer Employment Toolkit uses active hyperlinks (links) to easily redirect users to helpful websites and other resources. Users can access these links by pressing the CTRL button on the keyboard and clicking the blue underlined link.

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Introduction

The *Newcomer Employment Toolkit* provides useful information to help new Canadians and new residents to Brantford navigate Brantford's local workforce and find employment. This guide provides insights on what to expect from a Canadian cultural standpoint when seeking employment.

Brantford's Local Labour Market

The information in this section has been provided by the City of Brantford's Economic Development Department.

Brantford is home to a wide range of businesses. Some of our leading companies are established in advanced manufacturing, food and beverage manufacturing, rubber and plastic products, as well as warehousing and distribution.

Based on a 2017-2021 Business Count Data Report, the top 5 industries in growth were as follows:

1. Real estate and rental and leasing (613 businesses gained)
2. Transportation and warehousing (204 businesses gained)
3. Construction (97 businesses gained)
4. Health care and social assistance (62 businesses gained)
5. Administrative and support, waste management and remediation services (38 businesses gained).

Use the hyperlinks (also available in footnotes) to explore opportunities at Brantford's largest industrial employers.

Company Name	Employees	Address
Ferrero Canada Ltd. ¹	900	1 Ferrero Blvd, Brantford, ON N3V 1G3
Aspire Bakeries ²	450	115 Sinclair Blvd, Brantford, ON N3S 7X6
Treehouse Private Brands ³	404	175 Savannah Oaks Dr, Brantford, ON N3V 1E8
Tigercat Industries Inc. ⁴	323	54 Morton Ave E, Brantford, ON N3R 7J7

¹ More information from Ferrero Canada can be viewed by visiting <https://www.ferrerocareers.com/ca/en/>

² More information from Aspire Bakeries can be viewed by visiting <https://www.aspirebakeries.ca/careers>

³ More information from Treehouse Private Brands can be viewed by visiting <https://www.treehousefoods.com/careers/default.aspx>

⁴ More information from Tigercat Industries Inc. can be viewed by visiting <https://can63.dayforcehcm.com/CandidatePortal/en-US/tcii/Site/Tigercat>

Company Name	Employees	Address
Mott Manufacturing Limited ⁵	320	452 Hardy Rd, Brantford, ON N3T 5L8
Apotex Pharmachem Inc. ⁶	320	6B8, 34-54 Spalding Dr, Brantford, ON
S. C. Johnson and Son, Limited ⁷	300	1 Webster St, Brantford, ON N3T 5A3
Patriot Forge Co. ⁸	231	280 Henry St, Brantford, ON N3S 7R5
Keeprite Refrigeration ⁹	215	159 Roy Blvd, Brantford, ON N3R 7K1
Hartmann Canada ¹⁰	200	58 Frank St, Brantford, ON N3T 5E2

Top Occupational Trends

The information in this section has been provided by the Workforce Planning Board of Grand Erie.

Top Occupational Groups in Growth (2017-2021)

1. Administrative Assistants
2. Professional occupations in Advertising, Marketing and Public Relations
3. Retail Sales Supervisors
4. Material Handlers
5. Human Resource Professionals

How the COVID-19 Pandemic Impacted Labour Market Trends

The following section includes information sourced from the Local Labour Market Plan Update 2021-2022 published by the Workforce Planning Board of Grand Erie.ⁱ

Sales and Service Occupations

After hitting a peak in November of 2020 during the pandemic, occupation opportunities in Sales and Services had greatly decreased. Data shows that the average hourly wage offered for these occupations (especially among small businesses) had decreased throughout the pandemic, from \$17.00 an hour in 2020 down to \$15.70 in 2021. Individuals who typically work these jobs – mostly youth and lower-skilled workers –

⁵ More information from Motts Manufacturing Limited can be viewed by visiting <https://mott.ca/careers/>

⁶ More information from Apotex Pharmachem Inc. can be viewed by visiting <https://www.apotex.com/global/careers>

⁷ More information from S.C. Johnson and Sons Limited can be viewed by visiting <https://jobs.scjohnson.com/>

⁸ More information from Patriot Forge Limited can be viewed by visiting <https://www.patriotforge.com/contact/careers/>

⁹ More information from Keeprite Refrigeration can be viewed by visiting <https://k-rp.com/careers/>

¹⁰ More information from Hartman Canada can be viewed by visiting <https://www.hartmann-packaging.com/north-america/about-us/vacancies/>

were encouraged to consider how they can apply their transferable skills to gain employment in different sectors.

Trades, Transport and Equipment Operators and Related Occupations

These occupations were highly impacted during the first wave of the pandemic, with approximately 3,000 employment losses between March and June of 2020. The number of jobs in this occupational group gradually increased into the summer of 2021 but has since seen a decrease, likely due to broader supply chain issues. Due to a growing demand for their services, businesses are continuing to hire for these jobs. Many of which have offered raises in wage, from \$22.80 an hour in 2020 to \$23.60 in 2021.

Business, Finance and Administration Occupations

Since December of 2021, these occupations have met and surpassed pre-pandemic numbers. While postings within this occupational group take time to fill, employment data suggests that people are moving towards these jobs. There have been 3,365 vacancies across the Hamilton-Niagara Peninsula area in 202, which is a record high since StatCan began publishing this data in 2015.

Occupations in Manufacturing and Utilities

Grand Erie's manufacturing sector was negatively impacted by COVID-19, and is gradually starting to open up again. Since December of 2021 approximately 6,000 individuals work in manufacturing jobs, compared to 10,000 in late 2019. Meanwhile, job vacancies across the Hamilton-Niagara Peninsula area have more than doubled since before the pandemic, causing manufacturing employers to raise the average wages offered (from \$17.80 an hour in 2020 to \$19.20 an hour in 2021). Due to supply-chain disruptions, this may continue to negatively impact employment levels.

Occupations in Education, Social, Community and Government Services

While jobs in this occupational group continue to be in high demand, many are taking longer than average to fill. Individuals employed within these jobs were greatly impacted by fatigue and may have caused them to search for other career opportunities during the pandemic. Due to this, employment within this sector has mostly remained low. Businesses hiring for these occupations have also responded by increasing the average wage offered, from \$21.25 an hour in 2020 to \$22.60 an hour in 2021.

Language Supports

Language Instruction to Newcomers to Canada (LINC)

The [Conestoga College LINC Program](#)¹¹ offers free English classes for adult newcomers who wish to learn English and improve their language skills for life, for work and for further learning.

Laurier English and Academic Foundation (LEAF) Program

The [LEAF program](#)¹² helps individuals meet needed level of English proficiency in order to attend courses at Laurier University.

Grand Erie District School Board ESL Classes

[English Language Classes](#)¹³ for adults are available in Brantford and through home study. Before you can attend, you must have your skills assessed using Canadian Language Benchmarks to determine the most appropriate service or class for you. No cost child care is provided for children of LINC students from 19 months to 6 years of age during day classes. Qualified ECE Instructors will supervise your child(ren) while you attend English Language Classes. Parents are required to bring a lunch for their child but drinks and snacks will be provided.

Contact Information:

Joseph Brant Learning Centre
347 Erie Avenue, Brantford, ON
Phone: 519-756-6301 ext 274224 or 1-888-548-8878
Email: info@granderie.ca

ESL Conversation Circles (YMCA)

English conversation circles provide newcomers with an excellent opportunity to practice and improve English in a comfortable environment. A new topic is discussed each week, contributing to your understanding of Canada and other cultures. Join our

¹¹ More information on the Conestoga College LINC Program can be viewed by visiting <https://www.conestogac.on.ca/subsidized-training/english-language-newcomers/linc>

¹² More information on the Laurier English and Academic Foundation Program can be viewed by visiting <https://www.wlu.ca/future-students/undergraduate/applicants/international/support-and-services/leaf/index.html?ref=future-students%2Fundergraduate%2Fapplicants%2Finternational%2Fenglish-language-support%2Fleaf%2Findex.html>

¹³ More information on Language Classes provided by the Grand Erie District School can be found at can be viewed by visiting <https://granderie.ca/schools/gela/student-services/are-you-english-second-language-learner>

conversation circle and meet new friends, learn about library services and talk about your community, culture and customs.

Contact Information:

Tuesday Evenings - 6:30 to 7:30 p.m.

Brantford Public Library - 173 Colborne Street, Brantford

For more information call (519) 752-4568 or email immigrant.settlement@ymcahbb.ca

Key Language Support Resources:

- [CLB-OSA Online Self-Assessment](#)¹⁴
- [Settlement.Org](#)¹⁵

Employment Culture in Canada

This section explores guidelines to help any newcomer navigate the Canadian workplaceⁱⁱ.

Workplace Culture and Norms

Eye Contact

It is respectful and a sign of confidence to look at others in the eye when speaking with them. To maintain eye contact, it is appropriate to look a person in the eye about 80% of the conversation, and to look elsewhere the other 20% of the conversation.

Handshakes

When meeting others for the first time in a professional setting, it is a common greeting to shake hands while stating your name. However, not everyone feels comfortable shaking hands for the reason of culture, religion, personal space, or spreading germs. As an alternative greeting, it is also polite to place your hand on your heart, smile, and say “it is a pleasure to meet you”.

Personal Space

It is best to avoid physical contact in the workplace. To respect the personal space of clients or colleagues, keeping an arm’s length distance can help others feel comfortable.

Personal Names

Workplaces are generally casual so it is appropriate to address your manager, supervisor, and coworkers by their first name. In the case that you are introducing

¹⁴ The CLB-OSA Online Self-Assessment can be accessed at <https://www.clb-osa.ca/>

¹⁵ The website address for settlement.org is www.settlement.org

someone, you should use their first and last name, and their position in the organization. For example: “Kim, I would like for you to meet Jessica Lee, the Director of Finance”.

Scents

Due to the sensitivity to different scents, do not use perfume, practice personal hygiene, and avoid strongly scented food to be considerate of your colleagues. Many workplaces have a scent free policy in order to not cause serious discomfort or trigger allergies in others.

Dress Code

If you are unsure about the company’s dress code and do not know what to wear on your first day, ask your manager or supervisor to share the company’s Dress Code Policy. Some workplaces can be more formal than others, and some may require use of a uniform. When you have the opportunity to choose your daily appearance, always dress modestly to display a professional image at all times.

The following articles of clothing are not appropriate in the workplace: revealing clothing, clothing with inappropriate slogans, shorts, halter tops, tube tops, transparent shirts/blouses, muscle shirts, yoga pants, sweatpants, and baseball hats.

Greetings and Small Talk

It is polite to greet others with a “hello” or a “good morning” when stepping into the workplace. It is also polite to say “goodbye” or “have a good evening” to your colleagues when leaving for the day. Simple interactions with your colleagues may lead to ‘small talk’, which are casual conversations that can help you build stronger work relationships.

Punctuality

Employees are expected to arrive on time or a few minutes early in the workplace. For example, to punctually begin your workday at 8:30am, it is recommended to plan your commute in advance to ensure that you arrive in time to start working right at 8:30am. If you have a meeting set for 9:30am, it is best to arrive a few minutes earlier so that the meeting can start at exactly 9:30am.

You should consider traffic, weather conditions, appointments, and family duties in advance in order to avoid running behind schedule.

Another way to be punctual is by meeting project deadlines. In the case that you are unable to meet a deadline, your manager or supervisor will appreciate your honesty if you speak with them in advance of the deadline.

Asking Questions

As an employee or a student, do not be afraid to ask questions. It is better to ask for clarification rather than making assumptions and working with the wrong information. It is appropriate to offer your opinions, ideas, or recommendations when you have worked in your position long enough to fully understand the duties of the job. This will show that you are engaged and eager to contribute.

Constructive Criticism

In any field of employment, your supervisor wants to see you succeed. A common method of feedback that offers useful recommendations is called *Constructive Criticism*. Make sure to keep an open mind and stay positive while receiving this feedback in order to use it to improve your performance and to progress in the workplace.

Ethical Behaviour

Ethics are the basis of our daily lives. It can help us make meaningful decisions that have the power to create positive impacts and prevent us from meeting improper outcomes. Below are a few examples of unethical behaviour in the workplace. The listed unethical behaviours can be causes for dismissal from your positionⁱⁱⁱ.

1. Sharing confidential information without consent
2. Violating copyright laws
3. Being under the influence of alcohol or non-prescription drugs in the workplace
4. Conducting personal business on company time
5. Stealing company property
6. Taking office supplies for personal use
7. Taking longer lunches/ breaks
8. Coming into work late or leaving early for the day

Office Etiquette

The code of behaviour that is expected in workplace settings are the rules of etiquette^{iv}. These include, but are not limited to the following:

1. Arrive on time
2. Avoid gossiping (how you speak about others reflects on your character)
3. Keep your promises and hold yourself accountable
4. Pay attention to others preference of communication (email, phone, in-person)
5. Return emails and phone calls within 24 hours

6. Show appreciation for other's kindness and support
7. Be careful in circulating emails
8. Keep your work station clean and organized

Soft Skills Development

The information in this section has been provided by the Brant Skills Centre.

It is important to recognize that every culture has its own measure of soft skills. Meeting and interacting with Canadians will help you understand the expectations of the workplace. Canadians have a reputation around the world for being polite, accepting, friendly, and helpful; these are qualities that every employer values!

Skill	Definition	Application
Accountability	Accountability affects how other people see us, and how we see ourselves.	This skill involves being accountable when we are at work as well as some strategies for improving our accountability.
Adaptability	Adaptability is about being able and willing to learn new ways of doing things. It is a skill that can help you be more successful at work.	When working on this skill, explore how you respond to change. Learn strategies for how to better cope with change and why this is important in a workplace environment. Consider what to do if you are asked to make changes that go against your core values.
Attitude	Attitude is a mood, temper, and position about a person or thing. It has a big impact on how we work with other people.	Explore what attitude means to you, and why it's important. Learn how to show our attitude through your actions, tone and body language. Consider how to work through all the challenges to having a good attitude when you are at work.
Collaboration	Collaboration is the ability to work well with others, as part of a team.	Explore why collaboration is important and how to be a good team player. Consider how to handle conflict with your coworkers and how you can improve your collaboration skills.

Skill	Definition	Application
Communication	Communication is when you speak, listen, read, or write — and even sometimes when you move.	Build your communication skills by thinking about strengths and areas to work on. Consider how to be a better communicator with everyone you meet.
Confidence	Confidence helps us to build a happy and successful life. It gives us the courage to take on new challenges and make the most of our lives.	Consider what confidence is and what it feels like. As low confidence can hold us back, practice strategies to build your self-confidence over time.
Confidence	Confidence helps us to build a happy and successful life. It gives us the courage to take on new challenges and make the most of our lives.	Consider what confidence is and what it feels like. As low confidence can hold us back, practice strategies to build your self-confidence over time.
Creativity & Innovation	Creativity & Innovation is the ability to see past traditional ideas, rules, and patterns to create new ideas, methods, and interpretations.	Creativity is a skill that is really important in the workplace because it shows that you can add your own ideas to a workplace. When working on this skill, consider how you can stimulate creative thinking to add to your work and personal life.
Presentation	Presentation is how we present ourselves. It has a big impact on how people see us, especially when they don't know us well.	It is important to present yourself in a way that fits the needs of our job. Consider the different things that make up our presentation as a whole. Address challenges you might have with presentation and how to work through them.

Ways to improve your soft skills:

- Volunteer or job shadow in your community
- Meet and make friends with people born and raised in Canada and from outside of your culture

- Take soft skills training or model your skills after a manager or co-worker you admire
- Build self-awareness to understand your actions and why you react to certain people or situations in a certain way
- Embrace change and take risks – keep an open mind and learn all that you can

Immigration Testimonial: How Cultural Values and Assumptions Influence Immigrants' Career Choices and Job Search Behavior

Ben Yang came to Canada as an international student from Beijing, China. Currently he serves as the Director, Global Engagement at Wilfrid Laurier University. Prior to his role at Laurier, Ben worked at the University of Toronto as a Career Counsellor for 6 years. He is a frequent presenter on cross-cultural communication and career development to international students and immigrants in Canada.

This content was originally published in the Winter 2018 edition of *Careering* magazine.

As an immigrant from China, I remember my uneasy feeling at the “Assertiveness Training” offered at my University’s career centre. Rationally, I understood that communicating confidently is an important skill for my career success in Canada. But, emotionally, I felt that the assertiveness, promoted in the workshop, came across as impolite and selfish. It contradicts the Eastern virtue of being humble and modest; the culture value I was brought up. As a result of this internal conflict, my assertiveness act, in the workshop role play, was unconvincing and lacked of authenticity. After 30 years in Canada, putting on an assertive persona for me still feels like wearing someone else’s jacket.

Cultural values are instilled in us by a dominate social norm during our formative years. Once they are formed, cultural values are deeply rooted and carry a strong inertia. They impact on individual's attitude and behaviors towards communication, relationships and decision making.

In the area of career development, cultural values significantly influence individuals' approach in finding work and workplace behaviors. What information can be shared or kept private in an interview; how punctuality is understood; how to relate with people in authority; what is considered ethical and unethical at a networking event; to what extent people can negotiate their salary; whether a conversation with a co-worker should be formal or informal; and even what is viewed as formal and informal are all interpreted through a particular cultural "lens", "logic" and "grammar".

Some years ago, I was a part of a group that developed a mentorship program to match Canadian lawyers with immigrant lawyers. The objective was to help immigrant lawyers to enter the legal field in Canada. A female attorney at a law firm in Toronto volunteered to mentor a female lawyer recently immigrated to Canada from Iran. The mentor was enthusiastic to help but she was very upset when her mentee, the Iranian lawyer, stormed out during their first meeting.

"How did it happen?" I asked the mentor. "I don't know." She replied. She explained, "Right after I asked the question 'Why do you want to stay in Canada?', her face changed and she walked out." For most Canadians, "Why do you want to stay in Canada?" is a value neutral question without any implied judgement. However, from the "logic" and "grammar" of a high context culture, the question was interpreted by the Iranian lawyer as a sneaky way of degrading the immigrant's home country and challenging the legitimacy of the mentee's intention to immigrate to Canada.

In another interaction, an immigrant from China tried to give an expensive watch to a hiring manager of an IT company at a network event. In China, fancy banquets and gift giving are not uncommon at networking events. However, viewing from the "lens" of the low context culture employer, the gift giving symbolized an expectation of a favorable hiring decision. In the manager's mind, it was bribery and unethical. What frustrated the manager even more was that when he refused the gift, the immigrant kept smiling as if it is not a serious matter. In East Asia, there are many types of smiles that have nothing to do with humour. Certain types of smiles actually express embarrassment and apology. The non-verbal cue was completely missed in the exchange between the high context culture immigrant and the low context culture manager.

There are countless examples where behaviors are considered perfectly "normal" in one culture, but unacceptable and even unthinkable in the other. Sometimes people personalize an unfamiliar intercultural encounter and become suspicious about the other's integrity and intention. But when people examine the unfamiliar closely, they realize that the parties involved simply conducted themselves using a different "lens", "logic" and "grammar" without any sinister intent.

Most of the career strategies promoted in Canada such as "assertiveness training" and "self-directed career decision making" are developed according to the "logic" and "grammar" rooted in low context culture values. Since the majority of new immigrants are from high context cultures, it is critical for both new comers and employers to gain a deeper understanding of the impact of cultural values and apply appropriate strategies so new immigrants can succeed in Canadian workplace.

Resumés

Introduction to Canadian Resumés

The information in this section has been provided by the Wilfrid Laurier University Career Development Centre.

Your resumé is a critical tool to gain experience in Canada. Whether you are creating your first resumé or adapting your resumé to the Canadian style, these tips will help you get started in creating a document that outlines your qualifications for employers.

Checklist for Resumé Success

Action to be completed	Completed
Your resumé should be 1-2 pages long	
Use a professional, legible font in size 11 or 12 point (consider Helvetica, Arial or Calibri)	
Create a header with all your contact information (one address, email and phone number). Do not include photographs, date of birth, Social Insurance Number or other personal information	
Use numbers (including percentages or dollar amounts) to describe your experiences where you can	
Use industry and job posting specific language/technical terms	
Avoid personal pronouns (“I”, “me”, “my”, etc.)	
Include all of your experience including your experience from outside of Canada	
Do not include your fluency in English since it is assumed that you speak English	
Include information from these possible resumé sections (you might not have all the sections): Summary of Qualifications (experience, hard skills, soft skills, languages, etc.), Education/Training/Courses, Related Experience, Additional Experience, Academic Projects, Achievements/Accomplishments/Awards, Interests and Extra-Curricular Activities	
Include your experiences in reverse chronological order in each section (the most recent goes first)	
Demonstrate key achievements rather than your tasks and duties	

Action to be completed	Completed
Do not include references on your resumé, but prepare them to bring to your interview	
Include a cover letter with each resumé you submit	
Proofread for spelling, grammar and accuracy before distributing your resumé	

Introduction to Canadian Cover Letters

The information in this section has been provided by the Wilfrid Laurier University Career Development Centre.

In addition to requiring a resumé, it is customary to also send an accompanying cover letter with your application. The role of your cover letter is to introduce yourself, show your interest in the position and to clearly demonstrate the match between you and the job. Your cover letter should not duplicate everything from your resumé; its purpose is to demonstrate how your unique skills and values align to the position and organization.

Checklist for Cover Letter Success

Action to be Completed	Completed
Maximum one page in length using proper business letter format (with three to four paragraphs)	
Use the same layout, font and header as on your resumé	
Include your legal name and/or a preferred 'English' name, if applicable	
Each cover letter must be an original; tailor your cover letter to the requirements of each job	
Use standard business salutations e.g., Ms., Mr., Dr., and then their last name in the cover letter	
Address your letter to a specific person, such as the manager of a department. If you are unable to obtain a person's name, you may address the letter to a position title such as, Dear Human Resources Manager. Avoid using 'To Whom it may Concern' or 'Dear Sir/Madam'	
Be specific about your qualifications. Highlight 2 -3 main reasons why you are the best candidate; then use specific examples to demonstrate results	
Show your personality in your letter; communicate interest, motivation and self-confidence	

Action to be Completed	Completed
Demonstrate knowledge of the organization; show the recruiter that you've done some research	
Do not be negative or apologetic. Avoid statements such as, "I do not have a lot of experience but ..." Highlight what skills you do have, not what you may be lacking.	
Focus on what you can do for the employer, not on how the position will benefit you	
Do not overuse the word 'I' or begin every sentence with 'I'	
When you are finished, read your letter aloud and listen to the language. Ask yourself: does it sound like a formal letter? Do I convey enthusiasm and a sense of who I am? Have I sold myself as a strong candidate for this specific position?	
EDIT, EDIT, EDIT! Proofread for spelling, grammar and accuracy	

Legal and Regulatory Consequences

Mandatory Employment Related Costs

In starting your first job as a newcomer, it is important to understand that the salary negotiated in the hiring process is not exactly what you receive in your bank account. In Canada, your employer makes certain deductions from your salary before giving it to you. Some of these payroll deductions, such as income taxes, go towards funding public systems, while others may be used to provide you with financial assistance at certain stages of life, such as during periods of unemployment, parental leave, or retirement. Your pay stub or salary slip should include details of the payroll deductions that have been made by your employer. How payroll deductions were calculated will be in detail on your pay stub/ salary slip, which keeps record of your employment earnings. This can be approximately 25% to 35% lower than what you expect^v.

Every year before taxes are due, your employer will provide you with a [T4 Statement of Remuneration Paid](#)¹⁶, summarizing the details of all your pay stubs received from the prior year.

Types of payroll deductions in Canada:

- [Employment Insurance Benefits](#)¹⁷

¹⁶ More information on the T4 Statement of Remuneration Paid can be viewed by visiting <https://www.canada.ca/en/revenue-agency/services/forms-publications/forms/t4.html>

¹⁷ More information on Employment Insurance Benefits can be viewed by visiting <https://www.canada.ca/en/services/benefits/ei.html>

- [Personal Income Tax](#)¹⁸
- [Canada Pension Plan](#)¹⁹
- Registered Pension Plan and Group Retirement Savings (if applicable)

View the article titled [Understanding payroll deductions as a newcomer in Canada](#)²⁰ for further information.

Filing Taxes

If you pay taxes, want to get benefit and credit payments, or claim a refund, it is important that you file your income tax return with the Canada Revenue Agency.

Please be mindful that there are people that participate in dishonest schemes, known as scammers. Scammers may try to get you to pay debts that you do not owe, especially around tax season - before the month of April^{vi}.

Here are some [helpful tips](#)²¹ to avoid getting scammed and know what to do if you get a suspicious email, phone call, letter, or text from the Canadian Revenue Agency.

As a Newcomer to Canada, the [following information](#)²² will not only help you understand the Canadian tax system but complete your first income tax and benefit return. Please note that this information only applies for the **first tax year that you are a new resident of Canada for income tax purposes**^{vii}.

The Government of Canada also offers a free [online course](#)²³ to learn about personal income taxes in Canada. It contains 7 modules that cover:

- Purpose of taxes
- Starting to work (why you need a social insurance number)
- Preparing to do your taxes
- Completing a basic tax return
- After sending your tax return to the Canadian Revenue Agency
- Using My Account

¹⁸ More information on Personal Income Tax can be viewed by visiting <https://www.canada.ca/en/services/taxes/income-tax/personal-income-tax.html>

¹⁹ More information on the Canada Pension Plan can be viewed by visiting <https://www.canada.ca/en/services/benefits/publicpensions/cpp.html>

²⁰ More information on Understanding payroll deductions as a newcomer in Canada can be viewed by visiting <https://arrivein.com/finance/understanding-payroll-deductions-as-a-newcomer-in-canada/>

²¹ More information on tips to avoid scams associated with the CRA can be viewed by visiting <https://www.canada.ca/en/revenue-agency/news/newsroom/tax-tips/tax-tips-2020/dont-get-scammed.html>

²² More information on tips to avoid scams associated with the CRA can be viewed by visiting <https://www.canada.ca/en/revenue-agency/news/newsroom/tax-tips/tax-tips-2020/dont-get-scammed.html>

²³ More information on free courses to learn about personal income tax can be viewed by visiting <https://www.canada.ca/en/revenue-agency/services/tax/individuals/educational-programs.html>

- Accessing your benefits and credits

Key Resources on Legal and Regulatory Consequences

- [The Employment Standards Act](#)²⁴ -
- [Steps to Justice \(Employment and Work\)](#)²⁵ -

Networking Skills in Canada

The information in this section has been provided by St. Leonard's Community Services.

Networking is an important part of finding work and understanding workplace culture. Building connections with others in the field and letting friends, family and personal contacts know you're looking for work are all part of successful networking.

Strategies to enhance networking skills:

1. Know what you have to offer. Consider what value, skills, and experience you bring to the table.
2. Join a professional association. This will connect you with like-minded individuals and others from different backgrounds but in similar situations.
3. Connect with people who speak other languages, as this assists with improving communication skills, helps learn about your new surroundings, and allows for network development. (e.g. Conversation Café's)
4. Create an up-to-date *LinkedIn* Profile, or consider other online engagement tools.
5. Volunteering instantly expands your network, gives you something local to add to your resume.
6. Request Informational Interviews with employers. Informational interviews allow you to ask questions of an employer about the industry, education requirements, workplace culture and how to prepare yourself to be a new candidate entering in the field.
7. Don't assume your previous work experience will be automatically recognized. Your international experience can be valuable to your career in Canada, but may need to be assessed first.
8. Don't wait for others to approach you, take the initiative to connect with others.

²⁴ More information on the The Employment Standards Act can be viewed by visiting <https://www.ontario.ca/document/your-guide-employment-standards-act-0#section-2>

²⁵ More information on the Steps to Justice (Employment and Work) can be viewed at <https://stepstojustice.ca/legal-topic/employment-and-work/>

9. Connect strategically with the right people. Set an objective and be strategic with your time and networking efforts.

Key Networking Resources

- [Canadian Careers](#)²⁶: An industry list of professional occupation sites
- [Meet-up](#)²⁷: Options for connecting with like-minded people
- [Canadian Newcomer's Network](#)²⁸

Career Pathways

The information in this section has been provided by St. Leonard's Community Services.

Volunteering

Volunteering shows that you can make commitments, work well with teams, and are willing to help others. Volunteering can also provide those who don't have experience, something to add to their resume and connections to people who can provide positive references. Volunteer positions are not paid but can be a valuable investment of time to reach your career goals.

Education

Some jobs require specific education and training. If you are unsure what education or training is required for a particular career path you can visit the [National Occupational Classification](#)²⁹ website, or look for local postings in your area and review qualifications or visit an Employment Ontario Employment Services office. Many post-secondary education websites/catalogues will also describe career paths available following completion of specific programs.

Skilled Trades Apprenticeships

Apprenticeships include a combination of training on the job, and in the classroom. Completion of an apprenticeship and passing all required milestones/testing will result in a Certificate of Qualification for a particular trade. The length and requirement for apprenticeship training are regulated by industry experts and the government. They may take several years to complete depending on the trade. Many trades require mandatory certification and those without training/certification cannot work in the field

²⁶ More information on Canadian Careers can be viewed at www.canadiancareers.com

²⁷ Meet up can be accessed at <https://www.meetup.com/>

²⁸ More information on The Canadian Newcomers Network can be viewed at www.CanadianNewcomersNetwork.com

²⁹ More information on the National Occupation Classification can be viewed by visiting <https://noc.esdc.gc.ca/>

(for example, Electricians). While learning, Apprentices often make less wages than an experienced Journeyman. However, once training and certification is complete income potential and job security can be very high.

Internships

Internships are a professional learning experience that offers meaningful and practical work. Internships can be part of a post-secondary education program, offered through government grants/programming or directly through individual companies. Internships are often paid positions.

Stages of the Employment Process

The information in this section has been provided by St. Leonard's Community Services.

The Job Search Process

Identify Your Career Goal

What education and experience is needed for the field?

Is any further training or education needed?

This information will be noted within each job posting but can also be found online or with assistance from your local Employment Ontario service provider.

Make a Resume and Cover Letter

See the [Resumés section](#) of this Toolkit for details.

Find Hiring Opportunities

One of the easiest ways to find what jobs are available is through online job postings using filters and search engines. Some of the most common online platforms include LinkedIn and Indeed. You can also find job postings through the Employment Ontario Service Provider job boards, Government of Canada Job Bank, and company websites. Additionally, many jobs are found through social media advertisements (Facebook, Instagram, Twitter), newspaper advertisements, or even through your fellow colleagues at current or previous workplaces.

- If you do not have a personal laptop or computer at home, check out your local library!
- Sometimes you can find jobs posted on 'Help Wanted' signs posted outside local shops, restaurants, etc. Just step inside and ask!

Submit your Resume and Cover Letter

Submit your Resume and Cover Letter to employers. Instructions on how to apply are included in the job posting (usually in person, through email, or an online application). If you find you are not getting calls for interviews, it may be helpful for someone to review your resume to ensure you are highlighting your qualifications and skills in the best way possible for the positions you are applying to.

Requesting Feedback

Requesting Feedback from the employer when you are not the selected candidate is appropriate and can provide information on how to improve your job search skills. Ask if there was anything in your application or interview you could have done differently and don't forget to thank them for their time and consideration. Being polite, expressing gratitude and asking for feedback will leave a positive impression with the employer who may have an opportunity for you in the future.

Understanding the Hidden Job Market

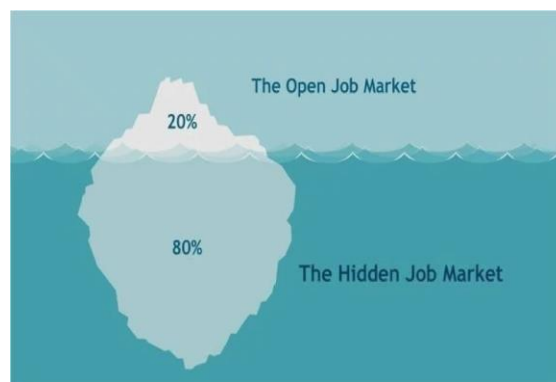


Figure 1 - The Hidden Job Market Diagram

The Hidden Job Market is a term that is used to describe jobs that aren't advertised publicly.

- Networking is a big part of the Hidden Job Market
- Other ways to tap into the Hidden Job Market is to research employers of interest and then contact them to arrange an Informational Interview
- Volunteer at companies or industries of interest
- LinkedIn Profile – make sure you follow companies of interest
- Employment Ontario Employment Services offices develop relationships with local employers and on occasion assist in recruiting for positions that are not otherwise advertised. This gives job seekers registered with the program another way to access the “hidden job market”.

The Hiring Process

Screening

Screening assessments or testing is sometimes required before or at the same time an interview is arranged. If assessments are online, be prepared in a quiet comfortable environment with a good internet connection before you get started. Employment Ontario Employment Services office often have the perfect space and equipment for this available for free.

Interviews

Interviews are arranged for those candidates who make it through the initial screening process. Requests for interviews can be sent to you through any of the contact methods you've listed on your resume so be sure to check emails regularly, that your voicemail box isn't full and your message is professional. Interviews may be with one employer representative or several (panel interviews) depending on the company, position and practices. Interviews may be in person, on the telephone or virtually using video calling software (i.e. Zoom). It is important to be prepared for common behaviour-based questions and to communicate examples from your education/experience that demonstrate your skills and abilities. It is also a good idea to prepare several questions you have for the company: this shows interest and motivation to learn.

References

References are usually required when you are selected for an interview. You should have a list of good references with up-to-date contact information ready to provide when it is requested. Employers often request 3 references who can speak to your work ethic, skills and abilities from a shared work experience. Make sure your references have given permission for you to share their contact details and are prepared to speak with potential employers on your behalf.

Follow Up

Follow Up is important after an interview. There are two times it is appropriate to follow up with an employer. Following up immediately after the interview with a thank you message to the interviewers for their time and further consideration of your application demonstrates courtesy and commitment. Follow up again 1 – 2 weeks after the interview if you have not heard from the company. Politely ask if there are any updates or additional information you can provide to help in the decision-making process. This demonstrates continued interest in the position, commitment and your willingness to take extra steps to achieve a goal.

Offer of Employment

Offer of Employment is issued to candidates who are successful in completing the recruitment process. If you are attending interviews but not receiving offers of employment, it may be helpful to practice interviewing with someone to get feedback and ensure you are communicating the best information in the best way. Employment offers usually include your title, salary (and any benefits if applicable) and hours of work.

Background Checks

Background Checks may be requested depending on the company and nature of the position. For example, truck drivers will have to provide a Driver's Abstract to show a clean driving record.

Workplace Onboarding

Upon Accepting an Employment Position

Upon Accepting an Employment Position, employees are expected to provide their employer with your Social Insurance Number (SIN), bank account details, some personal information and completing forms to establish appropriate records for payroll, taxes and other government regulations. During onboarding you will learn more about the company, its culture, corporate expectations, and meet your fellow colleagues.

Training for a New Position

Training for a New Position will depend on the company, industry regulations, and level of skill required to do the job. All new hire employees will complete workplace specific Health and Safety trainings in addition to being trained on the duties of their individual job. Training may include or be a combination of reading policies, watching videos, completing in class activities, job shadowing experienced employees or working under direct supervision of a designated lead.

Training may be done in 2 days or up to several months depending on the complexity of the role.

Probationary Period

A Probationary Period of 3 months is typical for most companies. This allows the employer to evaluate a new employee's performance and decide if the individual is qualified to be full-time employment with the company. Once the probationary period is successfully completed, the employee may receive additional benefits and opportunities within the company.

Performance Reviews

Performance Reviews are an important evaluation tool to let employees know where they are succeeding in their role and to identify any areas that need improvement.

Performance reviews also give an employee the opportunity to discuss future goals and ambitions with the company. Most performance reviews are conducted at the end of the probationary period and then annually thereafter. Depending on company practice, positive performance reviews come with an increase in salary/wages.

Preparing for Your Start Date

In preparing for your first day, it is important to confirm with your hiring manager the following basic information^{viii}:

- The Location/ Address of your Workplace
- The Start Date/ Time
- Your Schedule

Here are some ways to make the best positive first impression^{ix}:

- Arrive 15 minutes early
- Bring a notebook and pen to take notes
- Do not be afraid to ask questions
- Learn colleague's names as soon as possible
- Be open, positive, and friendly
- Attend all orientation sessions
- Be cautious using sarcasm
- Avoid using slang and foul language

Adjusting to a New Workplace

Organizational Structure

Once you are comfortable in your new position, keep a list of questions to ask your manager or supervisor and schedule meetings to discuss these matters. Some of these questions may be related to organizational structure, including: working hours, working overtime, taking time off, timesheets, policies, office equipment, software's, trainings, etc.

Being a Team Player

Increasing your value to the company and building your reputation occurs when you become a team player. A good way to show that you are a good team player in the workplace involves: volunteering to help colleagues, sharing successes, not blame team members for failures, and attending company social events.

Your colleagues also play a significant role in your success in your role and to the team. You can learn more from your colleague's roles and experiences than from any training manual or handbook. Therefore, it is critical for you to make an effort to socialize with your team professionally by going out for coffee or lunch.

Remember to show appreciation when your colleagues help you, and be sure to give them credit when appropriate.

Learning Your Job

Remember that your top priority in the first few weeks and months is to establish trust and build on your professional relationship with your colleagues. Therefore, avoid giving your personal opinions and suggestions in these early months.

After your first few weeks of training and orientation, it is time to demonstrate your eagerness to learn. This will require active listening, asking questions, taking notes, and observing colleagues. It is critical to understand what is expected of you from your manager or supervisor. If you are unsure about your role or progress, schedule a meeting to discuss and ask for feedback to help you stay on track^x.

Skill Upgrading and Training

The information in this section has been provided by St. Leonard's Community Services.

You may need to upgrade your education to work in your field of expertise, or you may have decided to change your path and train for a different career. In any case, formal education or training in the field you are interested in might help you find work. Consider going back to school to get a diploma or certificate, upgrade your education or complete a training program.

Credential Assessment Process

Having your credentials assessed can be a valuable investment in entering the Canadian labour market. Be prepared to source original documents, potentially have translations completed and for the process to take time. There are often many steps that differ for each application depending on the Country of origin, the pathway being pursued (work entry, post-secondary education, professional designation, etc) and documents already available. Having your credentials assessed can be expensive. It's important to research the requirements for the pathway you are pursuing and ensure you are submitting everything correctly the first time. For professional designations it's best to research the regulatory body for your career path to ensure you are following their specific requirements.

Before getting your credentials assessed:

1. Contact any professional associations to which you will be applying for licensure or certification. Check if they have a preferred credential assessment service, and if there are any specific processes that you need to follow.
2. Check with potential employers to see what they need from you or if they have any specific procedures you should follow.
3. Visit your local Employment Ontario service centre for help and support.

Key Credential Assessment Resources

- [International Credential Assessment Service of Canada \(ICAS\)](#)³⁰
- [World Education Services \(WES\)](#)³¹
- [The Foreign Credentials Referral Office](#)³²

Trending Educational and Training Programs

The following table provides examples of education and training programs that correspond with in-demand professions across the region.

Program	Description
Foundations for Trades ³³	Program provides participants with 5-weeks of hands-on training in carpentry, plumbing, and electrical. Includes a 4-week placement with a local employer in the construction sector. Must be 18 – 29 years old.
Better Jobs Ontario ³⁴	Individuals of legal working age and not attending full time school or training; must be resident of Ontario and eligible to work in Canada.
Skills2Advance ³⁵	Offer free skills training and certifications so people can work in good-paying jobs that are in high demand.

³⁰ More information on the International Credential Assessment Service of Canada can be viewed at <https://www.icascanada.ca/contact/default.aspx>

³¹ More information on the World Education Services can be viewed at <https://www.wes.org/ca/>

³² More information on the The Foreign Credentials Referral Office can be viewed at www.credentials.gc.ca

³³ More information on Foundations for Trades can be viewed by visiting <https://www.st-leonards.com/employment/programs/job-seekers/foundations-trades>

³⁴ More information on Better Jobs Ontario can be viewed by visiting <https://www.ontario.ca/page/better-jobs-ontario>

³⁵ More information on Skills2Advance can be found by visiting <https://www.skills2advance.com/>

Program	Description
Early Childhood Education Program ³⁶	Six Nations Polytechnic 2 Year Diploma Program with 600 hours of hands on working experience. In partnership with Niagara College. As a registered Early Childhood Educator, you will meet the requirement for employment with school boards.
Pre-Apprentice in Welding Program ³⁷	Six Nations Polytechnic 30-week Program designed to provide entry-level skills required to start your career as a welder or related trade. 30 hours a week of theory and hands-on practical learning activities followed by an 8-week paid work placement.

Employment and Training Resources

Agencies Offering Support

The following organizations based in Brantford, Ontario can support you on your employment journey.

Organization	Description	Contact Info
Employment Ontario	Employment Ontario – Get help with finding employment. Adult Learning - Take courses to improve your reading, writing, math, communication, and digital skills; Improve your English skills or get your high school diploma.	https://www.ontario.ca/page/employment-ontario https://www.ontario.ca/page/adult-learning
Career Link	CareerLink provides career focused assessment, remediation, and resources to employers and job seekers	1 Market St Upper Level, Brantford, ON N3T 6C8 Phone: 519-759-1412 https://granderie.ca/board/community/careerlink

³⁶ More information on the Early Childhood Education program can be viewed by visiting <https://snpolytechnic.com/program/early-childhood-education-0106>

³⁷ More information on the Pre-Apprentice for Welding program can be viewed by visiting <https://snpolytechnic.com/snptrades/pre-apprenticeship-welder>

Organization	Description	Contact Info
St. Leonard's Community Services	Provide access to computers, internet, printing/copying. Support with job search needs, such as assistance with interview skills, job search techniques and resumes/cover letters. Connections to training programs	225 Fairview Dr, Brantford, ON N3R 7E3 Phone: 519-756-7665 https://www.st-leonards.com/employment/ https://www.st-leonards.com/employment/job-boards
Brant Skills Centre	Literacy and basic skills training, including numeracy, digital, communication and interpersonal skills	225 Fairview Dr #1, Brantford, ON N3R 7E3 Phone: 519-758-1664 https://www.brantskillscentre.org/
Contact North	Provide information and assistance with a variety of online courses and programs, including: ESL, workplace skills, upskilling, and reskilling. Offer assistance with course registration and financial aid information. Provide access to technology including: computers, internet, virtual reality, web, and audio conferencing	411 Elgin Street , Brantford, ON, Canada, Ontario Phone: 1-855-833-0108 https://contactnorth.ca/ Contact Form

Key Training and Education Resources:

- [Education Works](#)³⁸
- [Career College Ontario](#)³⁹
- [Ontario Colleges](#)⁴⁰
- [Apprenticeship Information](#)⁴¹

³⁸ More information on Education Works can be viewed at www.educationworks.ca

³⁹ More information on Career College Ontario can be viewed at <https://careercollegesontario.ca/>

⁴⁰ More information on Ontario Colleges can be viewed at www.ontariocolleges.ca

⁴¹ More Apprenticeship information can be viewed at www.apprenticesearch.com

- [Coursera](#)⁴²
- [Find Employment and Training Services in Ontario](#)⁴³

Online Tools and Resources for Employment

The information in this section has been provided by the Workforce Planning Board of Grand Erie.

Workforce Gateway

An online tool called the [Workforce Gateway](#)⁴⁴ has been developed by the Workforce Planning Board of Grand Erie and incorporated into the Grand Erie Jobs platform. Gateway includes a catalogue of employment related resources that will assist the workforce and employers in navigating their workday and career in the Grand Erie community.

The Workforce Gateway is an easy-to-use information guide that connects you to hundreds of local work and business resources – from job hunting, skills building, education, and work-related needs.

After answering one or two further questions to narrow the search, users will see a list of local services they can connect with. People looking for jobs or to build their skills can tap into numerous community services, such as talking to an employment counsellor, improving computer skills, writing resumes, learning about apprenticeships, finding daycares, renewing a driver’s license, and getting a criminal reference check.

Tips for Newcomers: Newcomer services are currently listed on the Gateway under “I want to find community services” (top layer) and then “I am looking for newcomer services” (2nd layer).

Grand Erie Jobs

View [job boards](#)⁴⁵ for open position in the Grand Erie region.

For guidance on how to use the Grand Erie Jobs Board tool, [videos can be found of their webpage](#)⁴⁶.

⁴² More information Coursera can be viewed at <https://www.coursera.org/>

⁴³ Find Employment and Training Services in Ontario by visiting <https://feat.findhelp.ca/>

⁴⁴ More information on the Workforce Gateway tool can be viewed by visiting <https://workforceplanningboard.org/workforce-gateway/>

⁴⁵ More information on the Grand Erie Jobs tool can be viewed by visiting <https://workforceplanningboard.org/grand-erie-jobs/>

⁴⁶ More information on videos providing guidance on the Grand Erie Jobs tool can be viewed by visiting <https://workforceplanningboard.org/grand-erie-jobs-search-tools/#watchvideo>

Canada Job Bank

Explore [the Local Labour Market](#)⁴⁷. Learn about:

- Available Jobs
- Wages
- Career Prospects
- Essential skills
- Job Requirements

How to Start a Business

Reasons to Consider Self-Employment

In becoming an entrepreneur, you play a key role in the economy by taking the skills and initiative necessary to anticipate economic needs and bringing forth good ideas to the market. Passion is vital to starting a successful business, which is rewarded with profits, community recognition, and continued growth opportunities^{xi}. For this reason, it is never too early or late to become an entrepreneur.

Key reasons to consider self-employment are listed below^{xii}:

1. Inability to find suitable paid employment
2. Flexible hours
3. Balance of work and family
4. Possibility to work from home
5. Independence and Freedom (being your “Own Boss”)
6. Potential for Unlimited Income
7. Lower taxes and deductions
8. Prospects of building a family business

Brantford-Brant Business Resource Centre (BRC) Checklists

This information was provided by the City of Brantford’s Business Resource Centre. For more information call 519-756-4269 or visit www.businessresourcecentre.ca

⁴⁷ More information on the Canada Job Bank can be viewed by visiting <https://www.jobbank.gc.ca/trend-analysis/search-occupations>

Tasks To Be Undertaken	Check Point	Resources
Evaluate Your Idea	Is your idea feasible? Can you make money from this business?	BRC has tools and workshops to help you assess the viability of your idea including general start-up consultations. All workshops and services are FREE.
Market Research	Test the viability of your idea by researching the market, industry and competition.	BRC has tools and workshops to help you with your market research including coaching & education. All workshops and services are FREE.
Laws & Regulations	Determine whether there are any industry or business activity specific licences and/or regulations that apply to your business.	Visit www.bizpal.ca , or speak with BRC staff regarding the specific regulations for your industry.
Municipal Permits	Contact your local Municipality, and/or each Municipality in which you will work to review municipal permit, licensing and zoning requirements.	Contact the Clerk's Department in Brantford (519-759-4150), County of Brant (519-449-2451), Haldimand County (905-318-5932), Norfolk County (519-426-5870) or Six Nations (519-753-1950) for Municipal Permits and Regulations that may apply to your business.
Develop A Business Plan	This is an essential and critical step for the planning and success of your business	BRC has tools and workshops to help you with your business plan development including Business Plan advisory services to provide feedback. All workshops and services are FREE.
Financing	How will you finance your business? Banks and other lenders will often require a written business plan and financial forecasts.	BRC offers a range of services to help you explore your financial options.
Business Structure	Consider and select the most appropriate business structure to operate your business: Sole Proprietorship, Partnership or Corporation	Review information presented during the Business Basics workshop outlining difference legal structures and their advantages and disadvantages.

Tasks To Be Undertaken	Check Point	Resources
Website Domain Name	Consider reserving the domain name of your business to establish your website	Conduct an online search to find a domain name registrar (like GoDaddy) to purchase and secure a domain name (web address) for your website URL using your preferred Business Name. (ie – www.yourbusinessname.com)
Business Name Search	Search your preferred business name for exact or similar matches in Ontario or Canada.	BRC offers Business Name Search services. You may also search your preferred business name yourself at www.serviceontario.ca/businessregistry . NUANS Name Searches for Corporations are also available for \$60.
Register Your Business Name	Your Provincial Business Name Registration Document, proving you have the right to use that business name.	BRC offers Provincial Business Name Registration services including name search and full guided registration services for sole proprietorships and partnerships (\$82), or you can self-register at www.serviceontario.ca/businessregistry (\$60). Your Business Licence is valid for 5 years from the date of issue. For more information call 519-756-4269 or speak with BRC staff.
Business Bank Account	Open a business bank account. If you are using a name other than your first and last name only, the bank will require a copy of your Business Registration	Visit your local financial institution with a copy of your Master Business Licence (for Sole Proprietorships, Partnerships or Corporate Tradenames) or your Articles of Incorporation if you have a named (not numbered) Ontario Corporation to open your business bank account.
Insurance	Ensure your business, home and vehicle is protected.	Call the Insurance Bureau of Canada at 1-844-227-5422 or www.ibc.ca , your insurance broker or ask for a referral to learn what kind of coverage your business needs and if your current policies cover business use of home and vehicle.

Government registrations to be considered:

Tasks To Be Undertaken	Check Point	Resources
Harmonized Sales Tax (Hst)	HST accounts are mandatory if gross annual revenue is greater than \$30,000. Open accounts under your existing CRA Business Number (BN) or obtain a BN if you don't already have one.	Call the Canada Revenue Agency at 1-800-959-5525 or https://www.canada.ca/en/services/taxes/payroll.html for information on the process of registering, how to calculate HST owing and how to remit HST to the CRA.
Employment Standards Act	If you will hire employees, ensure you're aware of your obligations related to wages, vacation, statutory holidays, hours of work and overtime under the Employment Standards Act.	Visit the Ministry of Labour website at: https://www.labour.gov.on.ca/english/es/pubs/fs_compliance.php
Payroll Deductions	If you will hire employees, you must open a Payroll Deductions account with Canada Revenue Agency under your existing Business Number (BN) or obtain a BN if you don't already have one.	Call the Canada Revenue Agency at 1-800-959-5525 or https://www.canada.ca/en/services/taxes/payroll.html for information on the process of registering, how to calculate the required deductions, and how to remit them to the CRA.
Workplace Safety And Insurance Board (WSIB)	Register for WSIB for your employees and (possibly) for yourself if your industry requires it. Employees must be covered within 10 days of hire.	For more information, contact the WSIB at 1-800-387-0750 or http://www.wsib.on.ca/

Conclusion

The Brantford Immigration Partnership strives to support new Canadians throughout their journey settling and finding employment in Brantford. For further information and resources, residents are encouraged to visit Brantford.ca/BIP or email bip@brantford.ca

Endnotes

- ⁱ Workforce Planning Board of Grand Erie. (2021). (rep.). Local Labour Market Plan Update 2021-2022. The "Grand Reshuffle" Workforce Reform in Grand Erie. Retrieved 2023, from <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:dd43ff01-fce5-493d-9557-793ced6e7c68> .
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Appendix A

Thank you to the following organizations who contributed to the development of this resource:

- Brant Skills Centre
- Brantford-Brant Chamber of Commerce
- Conestoga College
- Six Nations Polytechnic
- St. Leonard's Community Services
- The City of Brantford
- Wilfrid Laurier University
- Workforce Planning Board of Grand Erie
- YMCA – Settlement Services