



# GUELPH-WELLINGTON EMPLOYERS' GUIDE TO HIRING AND RETAINING NEWCOMERS AND IMMIGRANTS

Key principles to attract and retain an immigrant workforce

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As Canada's workforce shrinks and more employers begin to face skills and labour shortages, immigration has been recognized to be a critical source for economic growth and workforce development.

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# Executive Summary

The purpose of this toolkit is to offer key principles that employers can put into practice and operationalize when hiring and retaining a newcomer workforce. As Canada's workforce shrinks and more employers begin facing skills shortages, immigration has been recognized as a vital source of labour and economic growth. Given the somewhat dynamics of hiring a newcomer workforce, many employers have refrained from tapping into this very important labour pool.

This toolkit presents five employment principles businesses and organizations can undertake while supporting the hiring and retention of an immigrant workforce. Seventeen employers and their "plans of action" are highlighted in this report to provide practical steps Canadian employers can develop within their own organizations to better hire and retain newcomers. The five principles developed are in fact based on the employment practices of employers and human resource professionals who have been successful hiring and retaining immigrants. These five principles are significant because they are tangible practices that employers can incorporate into their own human resource strategies. We have found, both through this study and in our experience working in newcomer workforce development, that employers do not have to be experts in immigration policy to be successful hiring and retaining immigrants. In fact, the most successful employers were found to be those who had "open minds" and who had created "newcomer friendly" workspaces to assist with employee growth and retention. Such positive approaches to newcomer employment helped many employers to become "employers of choice" which had profound effects on their ability to recruit and retain immigrant employees. Understandably, those employers who had come to be known as "employers of choice" had more success hiring newcomers and had less challenges in fulfilling their workforce needs.

We therefore hope this document will act as a reference not only for other employers in Guelph-Wellington, but also those outside the region. As businesses and industries increasingly compete for talent and labour, employers must take practical steps to ensure newcomers are effectively included in their hiring process – a process this toolkit intends to establish.



## Introduction: National Challenges at the Local Level

Immigration remains a cornerstone of Canadian identity and has helped to shape the country's social and economic foundations from coast to coast. Immigration as well as the policy of multiculturalism more broadly, has enriched nearly all aspects of Canadian life from the food we enjoy to the success of our economy. In fact, more and more countries are looking to the Canadian model of immigration policy as a successful system to be emulated. It is said that Germany, Denmark, Norway and Sweden have found inspiration in the Canadian immigration system and are actively exploring how they can incorporate a similar model within their own immigration policy.<sup>1</sup> One of the most attractive features of the Canadian immigration system has been the configuration of immigration policy which supports and contributes to economic growth and development.

This toolkit focuses on the economic side of immigration, specifically exploring newcomer employment and ways in which employers can more effectively hire and retain new Canadians. The key principles developed will therefore be beneficial to employers and human resource professionals looking to hire newcomers as well as economic and workforce development practitioners. Although Canada has a robust immigration policy that is critical to its labour market growth, we have found that many gaps still remain at the local level in terms of employer engagement with newcomers and immigrant communities.

There is a growing class of employers who are active and effective in their hiring and retention practices whereby this toolkit provides specific overviews of their techniques and approaches. However, the majority of employers in this region, and in Canada generally, have yet to fully tap into this talent pool or recognize the important skills and experiences immigrants bring to the workforce and economy. This issue is not unique to Guelph-Wellington. As Kareem El-Assal, senior research associate at the Conference Board of Canada argues, "Immigration makes an immense contribution to Canada's economy, but the employment barriers that newcomers experience are preventing Canada from fully reaping the economic benefits."<sup>2</sup> It is fair to say that many employers are unfamiliar with the process of hiring newcomers and therefore need assistance to navigate the many different challenges and opportunities when it comes to newcomer employment. As such, employment services agencies, immigrant services organizations and those working in workforce development, should work more closely with employers to help them connect with newcomer talent and immigrant communities.

According to the Workforce Planning Board of Wellington Waterloo Dufferin's 2017 Employer One Survey, the most common challenges facing employers when it comes to hiring immigrants included: skills and language ability, cultural differences, difficulties finding immigrant talent, and lack of soft skills.<sup>3</sup> The County Of Wellington's Economic Development division has documented similar trends. In 2017, the County of Wellington connected with over 140 individuals in the Wellington County business community as part of the Talent Attraction Initiative to promote immigration programs as a means to recruit workers and to determine the barriers preventing employers from hiring immigrants. The employers who provided feedback identified language proficiency and human resource concerns (e.g. assessing foreign work experience) as the main factors that discouraged local employers from hiring immigrant talent.

The challenges and concerns highlighted by employers are dampening economic growth and business development as a result of employers not being able to successfully hire and retain newcomers. In fact, the Institute for Competitiveness and Prosperity stated in a 2017 report that, “If immigrants were able to obtain employment to the full extent possible and earn wages that better reflected their experience and skills, this would result in up to a \$15.2 billion increase in immigrant incomes – equivalent to 2 per cent of Ontario’s GDP.”<sup>4</sup>

The goal of this document therefore is to provide information and examples needed to help develop workplace practices proven to improve the attraction and retention of immigrant workers – ultimately improving labour market outcomes. In addition, the five key principles presented in this toolkit sets to provide solutions to the challenges and barriers identified by the business community as well as those working in economic and workforce development. This toolkit encourages employers to be creative and bolder in their hiring practices especially since it will be up to the employers themselves on how far they go with their engagement with newcomers and immigrants. As highlighted by a recent report by the Toronto Region Immigrant Employment Council, “Employers are a critical piece of the puzzle of getting immigrants to skills-commensurate employment. Without their commitment and willingness to engage, even the most qualified immigrant would struggle to secure meaningful employment.”<sup>5</sup>





## Research Methodology

This study made use of the inductive reasoning methodology to develop the toolkit's five key principles. Inductive reasoning was used to draw conclusions and to establish principles based on the best practices of employers in the Guelph-Wellington area including what is working and what is not in relation to hiring and retaining newcomers and immigrants. This report is able to offer recommendations based on specific employer case studies and practices which allowed for the key principles to be formed and highlighted. In addition, participant observations, semi-structured interviews, questionnaires and literature reviews were undertaken to solidify the information being developed and the causal inferences being drawn. The authors also work in the field of immigrant/newcomer employment and have first-hand experience with the initiatives cited in this toolkit. In many of the cases, they have observed and documented the initiatives and programs undertaken by the various employers and have also worked with newcomer clients directly by supporting their efforts towards meaningful employment. Therefore, based on professional experience interacting and observing newcomers enter the workforce, the authors were able to draw conclusions and recommendations in the form of key and actionable principles.

## Labour Market Trends

Labour migrations are a common phenomenon in today's global economy. According to a McKinsey Global Institute report, in 2015, approximately 247 million people lived in a country not of their birth, with the majority of these individuals having migrated to find better employment.<sup>6</sup> This report states that, between the periods of 2000 to 2014, international migration contributed to approximately 40 per cent of labour force growth in Canada, Spain, the United Kingdom, and the United States with migrants making an absolute contribution to global output of nearly \$6.7 trillion or 9.4 per cent of global GDP in 2015.<sup>7</sup>

Immigration has had significant impacts on Canada's economic and population growth. An estimated 7,540,830 foreign-born individuals have come to Canada through the immigration process. This number represents over one-fifth (21.9 per cent) of the country's total population and is close to the highest level of immigration – 22.3 per cent recorded during the 1921 Census – since Confederation. From 2006 to 2016, approximately two-thirds of Canada's population growth was due to migratory increases. As a result, immigration plays a significant role in Canada's labour force. In 2017, 26 per cent of Canada's core working age labour force, which are those people between the ages of 25 to 54, were landed immigrants.<sup>8</sup>

Canada's changing demographics, including an aging population and low birth rates, are restrictive factors on economic growth. For example, an aging population restricts growth by reducing the number of workers entering the labour force while retirement rates increase. In practical terms, due to these demographic trends, employers will face increasing difficulties finding qualified candidates. The challenges are more significant when moving away from the big cities to more rural towns and regions where immigration numbers are even lower. As Andrew Parkin from the Mowat Centre for Public Policy states, the communities with low immigration "are also ones with lower ratios of young adults entering the workforce to older workers nearing retirement – and are therefore ones that more urgently need the replenishment of their prime-age workforce that immigrants could offer."<sup>9</sup>

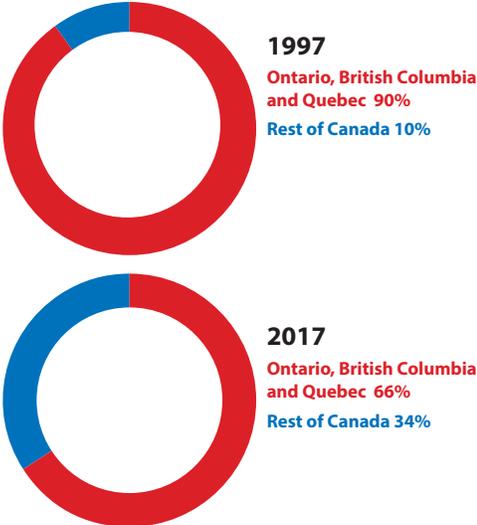
The increasing significance that immigration has on Canada’s labour force is important to highlight. The Business Development Bank of Canada (BDC) documents that close to 40 per cent of Canadian small and medium-sized businesses are currently having difficulty hiring new employees, with companies in small towns or rural areas having extra difficulties attracting and retaining workers.<sup>10</sup> This situation will get worse as labour shortages are not expected to improve for at least a decade. It should also be noted that the BDC found, that amongst employers surveyed, targeting immigrants and newcomers was not identified as a key strategy to meet their workforce needs.

In summary, the lessons to draw from these statistics and studies are fivefold.

- First:** Immigrants and migration is contributing greatly to the labour force of many countries including Canada and the United States which is producing a positive net contribution to global GDP.
- Second:** The Canadian population is aging, and this, combined with a decreasing birth rate, means that there will be fewer “domestic” workers available in the labour markets.
- Third:** Employers are already experiencing challenges finding workers, especially in smaller towns and rural areas.
- Fourth:** Immigration currently plays a key role in replacing the diminishing “domestic” labour force, and will play an even more important role in future labour force growth.
- Fifth:** Many employers have overlooked the newcomer/immigrant workforce as a solution to their hiring needs.

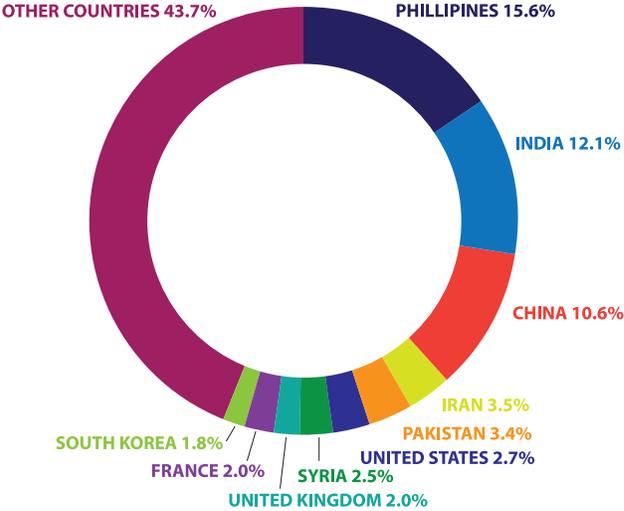
Agriculture and related industries are often hardest hit by labour force challenges. The Canadian Agricultural Human Resource Council (CAHRC) in 2016, for instance, noted the vacancy rate on farms is nearing 10 per cent. The results have been a stifling of farm growth, increased reliance on foreign workers, and \$1.5 billion in lost revenue each year.<sup>11</sup> Future predictions do not paint a positive picture. A 2016 report published by the CAHRC forecasts the agricultural labour gap to double by the year 2025, leaving an estimated 113,800 position unfilled.<sup>12</sup> This can also be said of the manufacturing industry, especially in historically low unemployment regions such as Guelph-Wellington which are experiencing difficulties fulfilling hiring needs of key manufacturing companies. One positive trend that should be noted is that there has been an increase of economic immigrants settling outside the larger populated provinces over the years.

**Destination of immigrants**

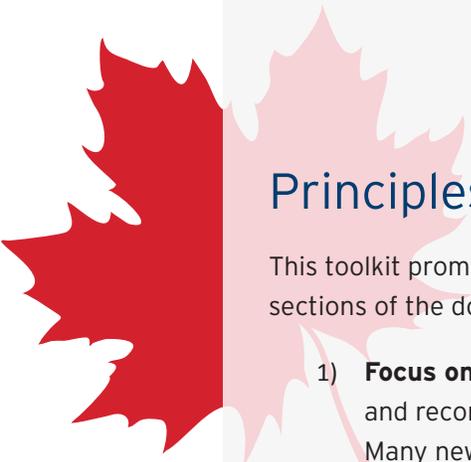


Source: 2018 Annual Report to Parliament on Immigration

**Top 10 countries of birth - 2016**



Source: Statistics Canada, Census of Population, 2016



# Principles of Engagement

This toolkit promotes five core principles that are the basis for the best practices outlined in the next sections of the document. A description of each principle is as follows:

- 1) **Focus on transferable skills:** Employers and human resource professionals should identify and record past skills and professional experience of newcomer employees upon hire. Many newcomer professionals are working in jobs that underutilize their skill sets and qualifications. For example, many newcomers have backgrounds in technical or health related professions yet are working in basic and labour-intensive positions due to barriers in the labour market which don't account for a newcomer's full working potential. As a result, newcomer employees are not able to fully contribute to the nation's economy. By identifying newcomers' transferable skills early in the hiring process, employers will be better positioned to solve for their future hiring needs as well as to tap into an underutilized human capital.
- 2) **Language supports in the workplace:** For the majority of newcomers to Canada, English is not their primary language. Once a newcomer settles, improving their English language skills are essential. Thus, employers should implement practices that reduce language proficiency as a barrier in the hiring process or in the every-day work routine if English communication is not a core workplace task. Some employers have recognized how offering language support in the workplace not only helps newcomer workers access jobs, but it also positions the employer as an "employer of choice" amongst the surrounding cultural and business communities, thereby increasing recruitment rates from these groups both in the short and long term. Therefore offering language classes during lunch for example, helps to improve the overall communication skills of newcomer employees and it also helps to create a positive workplace image of the employer which is helpful when it comes to recruiting and retaining newcomers.
- 3) **Orientation to Canadian workplace culture:** Canadian workplaces contain norms and practices specific to their industries and workplace. This is referred to as workplace culture where many newcomers experience a new cultural experience in their work structures different to what they have been used to. Newcomers with limited experience in the Canadian labour market will be unfamiliar with some of the social norms of the Canadian workplace where, without the proper supports and information, can revert to past workplace practices and expectations uncommon in Canada. This can lead to discontent, under-performance and other issues. Employers should provide core Canadian workplace cultural training to ensure their employees understand how the Canadian workplace tends to function, including some of its more important workplace tenants and traits such as time management and team work. This knowledge will allow them to better adjust and contribute to a new workplace setting while making sure newcomer and immigrant employees are fully informed on issues around safety and productivity.



- 4) **Promote social integration in the workplace:** Workplaces are said to be social environments in addition to places of work. Employers need to develop culturally appropriate practices that help ensure newcomers feel included within the workplace. This will not only improve social cohesion amongst the team and within the working environment, but it will also improve the retention rates of newcomer hires as they will feel more integrated and part of the company and team. For example, cultural potlucks, networking opportunities and staff retreats have shown to improve team bonds and productivity and therefore are practices that employers can easily incorporate into their workplace.
- 5) **Think outside the box to attract and retain an immigrant workforce:** Given the low unemployment rates especially in manufacturing centres such as Guelph-Wellington, employers are increasingly in competition to attract and hire the best workers. Innovative recruitment and retention practices will help businesses position themselves as employers of choice for newcomer groups while also recruiting through new networks and gaining access to global talent. Therefore it is imperative that employers start to think “outside the box” in terms of their hiring practices and begin to explore and work with cultural associations, settlement agencies and refugee groups to find newcomer talent who may not be connected to standard employment agencies or online job banks.

**PRINCIPLES OF ENGAGEMENT**

RETENTION TEAM SOCIAL INTEGRATION RETAIN WORK PLACE TRANSFERABLE SKILLS LEARN ENVIRONMENT EDUCATE CANADA CULTURE NEWCOMERS LANGUAGE SUPPORT SUCCESS THINKING OUTSIDE THE BOX IMMIGRATION ORIENTATION RECRUITMENT

# Employment Principles – Best Practices on Hiring and Retaining Newcomers

## Principle 1: Focus on Transferable Skills

Employers and human resource professionals should take the time to identify and record past experiences and skill sets of newcomer and immigrant hires. Educational backgrounds and professional qualifications should be documented, either Canadian or foreign, by the employer upon hire. This will help employers find workers with key skills fit for their organization as well as to ensure access to an important internal source of human capital when needed. For example, many newcomer professionals are working in jobs which underutilize their skills and professional experience. Often times, newcomers with technical and management backgrounds are working in basic labour-intensive positions due a lack of Canadian experience. The Toronto Region Immigrant Employment Council found that only one in seven employers surveyed had programs and policies in place to support newcomers advance in the workplace.<sup>13</sup> Based on the current economic conditions and future labour market expectations, employers are encouraged to “better identify, evaluate and bring the most out of the skills and abilities that immigrants bring with them.”<sup>14</sup> This suggests employers should do more to provide newcomer employees opportunities and pathways towards internal company growth and advancement where they can apply their specialized skills and experience in a meaningful way.

An innovative approach for employers would be to highlight a newcomer’s transferable skills, document their past and current experience and skills, and then forecast where in the company, or in which department, this new hire may be utilized going forward. This approach would not only help organizations retain and invest in newcomer talent, but it will also provide an opportunity for newcomer employees to climb the organizational ladder towards positions more in-line with their skills and experience. As noted by Sheree Atcheson, a leader in diversity and inclusion training, employers can bring in newcomer employees and recommend them for specific assignments that allow for “skill-set growth and career progression.”<sup>15</sup> This will not only help new employees contribute to important projects, but newcomers can also be given the chance to learn from project managers and specialized colleagues in a safe space without added risk to the employer or team.

Given Canada’s pressing challenge with skills shortages across various industries, greater emphasis must be placed on transferable skills and foreign experience as a way to supply the labour markets. This will have a positive impact on workforce development and newcomer attraction. For example, within the manufacturing sector, foreign trained and educated engineers can start as technician or even machine operators, which in many cases they already are, and then have them progress into mechanical or technical roles once they gain their experience and while building internal relationships and networks. The success of such initiatives however, will be in large part due to the employer’s ability to recognize foreign credentials and experience and to position newcomer employees to draw upon their past skills and apply them within a Canadian workplace context.

Supporting and identifying the skills of newcomer employees early on, through a needs assessment type form, is an effective method for determining an employee’s potential and future skills application. Highlighting and documenting credentials beyond personal information will help employers develop a more nuanced and informative understanding of a newcomer’s skills. Keeping a specific record detailing their education, past work experience, skill sets and future potential within the organization will allow



employers to recognize, as well as to utilize, international experience towards their organization's benefit. For instance, employers can review a newcomer's profile of skills and professional experience during the hiring stage. The notion of "finding hidden talent" is important where the resume on file might not reflect or indicate the newcomer's real talent and skills especially if they had to simplify their application to get an entry level job.<sup>16</sup> In addition, finding hidden talent also helps employers to recruit internally with little to no cost which can be an important source of cost saving given that the hiring cost for new employees can be in the thousands. So focusing on transferable skills will not only provide newcomers with a much needed opportunity to apply their professional skills and experience within Canada, but it will also allow employers to save on human resource expenses.

With the globalized nature of today's economic activities, companies need to think strategically along global trends to stay successful and to grow their business. International experience, foreign credentials and knowledge of a second or third foreign language should not be thought of as limitations or challenges, but rather seen as strategic assets needed for future growth. Take the example of Danby Appliances located in Southern Ontario in the Township of Guelph-Eramosa in Wellington County. Danby's CEO Jim Estill made international headlines in 2015 with his generous offer to sponsor and resettle 50 Syrian refugee families in Canada. Jim offered many of these newcomers employment in Danby's warehouse as an opportunity to find meaningful work and get acquainted with Canadian workplace culture. Some of the employees who started on the warehouse floor moved into occupations and roles more aligned with their professions back in Syria. In fact, a Syrian employee who had sales and marketing experience working in the Middle East was moved into the Sales Department at Danby after a year of working in the warehouse. Danby was able to apply this employee's transferable skills within the Sales Department where this employee was successful in securing a large contract for Danby in Dubai after the move into his new role. Both the employee's experience working and living in the Middle East, as well as his command of Arabic, allowed him to be successful marketing and selling Danby products to this new sales territory. Now he is employed permanently for Danby's Sales Team, focusing on Middle Eastern clients where he is helping Danby grow their global brand and presence.

As this example and many others demonstrate, newcomers provide added value to companies' business development and overall profits. Businesses therefore should recognize how best they can incorporate newcomer's transferable skills within their organizations and think strategically about opportunities for successful growth. Newcomers come with a wealth of skills and experience vital to Canada's labour force and future economic growth. To assist employers with this process, we have developed a Needs Assessment and Transferable Skills form found in Appendix 2.

## **Principle 2: Language Supports in the Workplace**

For newcomers, being able to read, write and speak English is an important stage within their settlement process whereby the ability to communicate in the national language has a direct connection between how well a newcomer integrates in their new country. Specifically, in the area of employment, language skills are a determinant of job qualification as well as what industry a newcomer may find work in. Together, with the "lack of Canadian experience" notion, employers often site "lack of language skills" as being among the key reasons why they don't hire, or have difficulty hiring, newcomers and immigrants. Although the majority of economic class immigrants come to Canada with a proficiency in one of the official languages, it is said that more than a third of family class immigrants, and almost half of refugees, have no official language proficiency.<sup>17</sup> Therefore, offering services which help support language training is important which also supports the success of newcomers in their employment.

Within the scope of most job expectations and requirements, English skills are necessary for communication between employers and employees. Reading, writing and listening to directions are expected from all employees and therefore remain part of any organizations' day-to-day business functions. In the area of health and safety – particularly in the manufacturing, agriculture and health industries – communication skills play a vital role for maintaining responsible and safe work environments. As a result, employers who provide access to language training or incorporate some form of English as a Second Language (ESL) program into their workplace for example, will be supporting a key function of health and safety training in terms of workplace communications. Offering language programs to newcomers is a great way for employers to invest in their workforce and to improve their employees' overall communications skills. The more support and resources available for language training through ESL schools, settlement agencies and community programs, the more successful newcomers will be in learning the language and contributing to the workplace. The Government of Canada has recognized the importance of language support programs for newcomers, especially in the workplace. In fact, when Minister of Immigration, Refugees and Citizenship, Ahmed Hussen, was visiting Guelph, Ontario, he emphasized "There will be some support for innovation in language training in the workplace."<sup>18</sup>

Canadian Language Benchmark (CLB) assessments are a language proficiency test for newcomers funded by the Government of Canada and the Province of Ontario. These assessments are administered by service providing agencies such as Immigrant Services Guelph-Wellington, selected YMCAs or newcomer education and training centres. With government oversight regarding CLB assessments, test results are accepted nationally which is beneficial both for newcomers who may travel from one province to another, as well as employers or other organizations who sometimes need CLB results to admit newcomers into a specific program including college or university admission. The CLB assessment is free of charge for Permanent Residents, Refugee Claimants as well as naturalized Canadian citizens born outside of Canada. A CLB test provides newcomers with four benchmark levels reflecting their listening, speaking, reading and writing competencies. This in effect will determine their English language skill level.

The CLB assessments are also a requirement for newcomers when it comes to registering and being admitted to Language Instruction for Newcomers to Canada (LINC) or ESL schools. In the City of Guelph and Wellington County, St. George's Centre for ESL is the primary ESL facility for newcomers. St. George's is an adult language training centre which offers morning, afternoon and evening classes. The LINC Home Study program is another option for ESL training for those who cannot attend in-class courses. LINC Home Study is an online option for language training for newcomers to practice and improve their language skills during their own time and within their own pace.

Community Conversation Circles also provide an opportunity for newcomers to improve their language skills through conversational practices and confidence-building activities. These basic-level training activities can be facilitated through social services organizations, local libraries, health centres and community or cultural associations. The conversations are unstructured and tend to focus on general topics relatable to newcomers and usually involve back-and-forth discussions to improve confidence and word pronunciation. The programs are usually facilitated by volunteers and take place on a regular basis. For example, Immigrant Services Guelph-Wellington, Guelph Public Library, Shelldale Family Gateway Community Centre and numerous neighbourhood groups all offer weekly conversation circles within the Guelph-Wellington area.



One trend increasingly being received well by newcomers is ESL training programs offered in the workplace. Predominantly, within the manufacturing sector, companies are providing English language training once or twice a week during lunch breaks or before or after work shifts. One employer in Guelph, Linamar Corporation, is said to offer ESL training programs in 50 per cent of their company plants. These programs are organized in classroom settings with an instructor who is a certified ESL teacher facilitating the training. Each plant structures their ESL programs based on organizational needs and usually offer 1-2 hours of ESL training during each session. It should be noted that Linamar's workplace ESL training program focuses on job-based communications as well as "every day" language training for their newcomer employees. This can be useful for employers because it helps to reinforce workplace terms and procedures to their staff.

Translators and translated materials including employee handbooks and health and safety manuals are an important source of language support for newcomers in the workplace. Human resource professionals are using translators for assistance during interviews, job orientations and safety training sessions including for medical check-ups for those labour-intensive positions. Many employers understand that a strong command of English is not as important or necessary as other employee traits such as good work ethics and consistency, especially when the work does not involve a lot of communication. In these instances, translators or interpreters can be useful primarily during the interview and health and safety training stages. This approach allows organizations to admit more newcomers with lower CLB levels while making sure that they get the required training and orientation before they begin work.

Most municipalities will have organizations that offer translation or language services. In the case of Wellington County and the City of Guelph, Immigrant Services provides both interpreters and translation services to clients and outside organizations in a wide variety of languages. Language training services can also be accessed through educational institutions. For example, Conestoga College offers English Language Studies certificate as well as workplace communication training focused on a variety of different industries. They also provide on-site language preparation for those interested in taking the International English Language Testing System which is similar to a CLB assessment and required for certain jobs and university and college applications. The University of Guelph also provides various language training programs including the English Language Certificate Program. Employers therefore have many options for providing language support to their newcomer employees. Offering language support in the workplace is a great way for employers to invest in their workforce. Please see Appendix 3 for Canadian language benchmarks assessment tool for employers.

### **Principle 3: Orientation of Canadian Workplace Culture**

Canadian Workplace Culture is important for determining successful employer and employee relations while also helping to maintain productive work environments. Although the significance of workplace culture can often be overlooked both by employers and employees, workplace culture can be considered as the glue which holds organizations together. A normative concept, workplace culture in the Canadian context can be considered as the values, ideals, structures and expectations ingrained within organizations, which in turn, defines how it operates. Company values, norms and expectations are filtered down to the departmental levels where department heads or supervisors preserve and instill the workplace's culture to employees. Familiarity of workplace culture is particularly important for newcomers given that they often have little to no experience or exposure to the Canadian workplace upon first arriving. For greater success on the job, newcomers will be expected to adapt to workplace norms and processes. Therefore it is incumbent on employers to explain and make accessible workplace cultural practices to their employees.



Workplace culture varies from country to country where it can even vary from industry to industry. Certain norms and behaviours accepted in one place could be equally unacceptable in another. Two very important points of contact where newcomers can learn Canadian workplace culture are during the pre-employment phase, through the help of settlement agencies or employment counsellors, and after being hired via on the job training provided by supervisors or human resources staff.

The pre-employment phase is the time when a newcomer first arrives to a community and begins to settle while preparing for employment. This phase can last a few weeks for some, or months and years for others, depending on where they are in their settlement and what kinds of services and assistance they require. During this phase, settlement agencies are vital for assisting newcomers with activities such as applying for a health card, locating housing as well as finding a doctor and registering their children into school. Moreover, settlement agencies can assist newcomers when applying for permanent residence cards, travel documents, citizenship applications and work permits. Work permits are particularly important if the newcomer arrives as a refugee, a visitor or an international student without a SIN number as they will not be able to work in Canada without it. Work permit applications are submitted online and take about two months to be issued through the Government of Canada.

Many settlement agencies or newcomer-servicing organizations provide pre-employment programs that serve as a great source of workplace culture training. For example, Immigrant Services Guelph-Wellington offers pre-employment training focused on Canadian workplace culture. Topics and ideas covered include: Individual Work vs. Teamwork; Performance, Expectations and Punctuality; Organizational Behaviour; Relationship Management; Presentation and Appearance; Communication Styles and Conflict Resolution. These workshops are organized and facilitated in a manner which allows newcomers to feel comfortable and to ask questions while having open and free discussions. If participants have a lower language level, translators are provided to ensure important information is not missed or misinterpreted. Lutherwood Employment in Guelph also offers great programs tailored for newcomers such as their pre-employment program as well as their Job Search Workshop for Immigrants.

When it comes to newcomer employment and workforce development, learning Canadian workplace culture has proven to be valuable on many fronts. Firstly, understanding Canada's workplace culture at the basic level is necessary even when looking for a job. For example, it has become a hiring standard that job applications be sent online rather than in person or through mail which was the standard up until the early 2000s. Now, almost all employers expect candidates to upload their documents online and complete an online application prior to having their resumes reviewed and considered for a position. For most newcomers, online applications are a totally new process of applying for work. Resumes and cover letters also have a distinct format and layout and therefore employers are usually specific on what style of resumes and cover letters they will accept – especially for more senior and professional roles. Newcomers may be unfamiliar with these expectations and therefore remain at a disadvantage. For these reasons, learning Canadian workplace culture is essential even at the early stages for finding work and applying to jobs.

Learning Canadian workplace culture also has an important function to a newcomer's success on the job and towards their ability to develop their careers. The more familiar a newcomer is to the workplace culture of a company or industry, the more success he or she will have within the organization and the job's function. This will allow them to ultimately be more effective in the workplace and to develop and improve their skills and qualifications. For example, if someone starts a new role in a sales or customer service position, their success will be dependent on how they initiate sales pitches, how they cultivate





clients, how they handle customer complaints and how they work with others – all features which reflect a company's workplace culture. When it comes to developing one's career or progressing internally within a company, contributing towards the workplace culture is also very important. Workplace cultures are developed over years and tend to reflect the best practices of an employer and the workplace. When employees maintain and champion such best practices, they have shown to do better within the organization. As such, a strong connection exists between workplace culture and employee success.

For a newcomer, their ability to build relationships and avoid potential workplace conflicts can also be influenced by how well they know their company's workplace culture. Learning Canadian workplace culture helps new employees understand workplace factors such as differentiating between supervisors and co-workers, and how to work with colleagues responsibly. Staff management and development is very much centred on values, principles and expectations which are factors that define teamwork and conflict resolution. The understanding of teamwork differs from one country to the next and therefore it is important for a newcomer to learn the meaning and application of teamwork within the context of Canada. Again, newcomers can learn the basics of this during the pre-employment stage or during their on-the-job training offered by their employer.

It is important to recognize that learning workplace culture is a long-term process which cannot be perfected overnight or through a few weeks of training. It is a prolonged process that comes through experience as well as through trial and error. It should not be expected that a newcomer will master an organization's workplace practices within a short-time. Even long-term, Canadian-born employees face challenges and steep learning curves when it comes to workplace structures and norms. Therefore the notion that Canadian workplace culture training is exclusively a newcomer phenomenon is not correct. However, there are some methods that a newcomer, and by extension employers, can practice to help their newcomer employees succeed in the workplace.

In relation to Canadian workplace culture, it is important for employers to recognize that, although workplace norms can vary from one country to another, the truth is that there are more similarities than there are differences in terms of workplace practices around the world. As mentioned, the better acquainted a newcomer is to their workplace – regardless of industry or job – the better the outcome of their work, the better they are able to progress within the company and the better they are able to learn and contribute to Canada's overall workforce.

On the other hand, as much as it is important for newcomers to get acquainted with Canadian workplace cultural norms, it is also necessary that employers be acquainted with cultural diversity knowledge as well. Cultural diversity not only improves the workplace's overall functionality and cohesiveness, but workplace diversity has shown to increase productivity and profits. As reported by McKinsey and Company, "Companies in the top quartile for racial and ethnic diversity were 35 per cent more likely to have financial returns above their national industry median."<sup>19</sup> With Canada's changing demographics and the important role immigration has on Canada's dynamic economy, both employers and newcomer employees will have to learn and accommodate for greater acceptance and productivity.

**Here are some simple techniques employers can incorporate within the workplace that can help a newcomer learn and improve their understanding of Canadian workplace culture:**

- Newcomer employees should be encouraged by supervisors and staff to ask questions about their position and organization. Supervisors and co-workers are a great source of information and can help inform new employees about the organization, what industry their product is used in, where their product gets shipped to, who uses their service etc. This knowledge will help newcomers better understand their workplace and culture. Where the job permits and at appropriate times, safe spaces for talking and interacting should be encouraged by the employer.
- Employers or supervisors should pair newcomer employees with a staff mentor for a period of time to help them navigate in their new role. This will not only allow them to learn directly from a co-worker but also help them feel comfortable in their new environment. Offering mentorship programs for newcomer employees provides direct learning and information gathering which would otherwise not be possible in a group setting. If the new employee's English language skills are low, then it is advised that they be paired with someone who speaks their same native language for added support and on-the-job guidance for the first few weeks.
- Employers should also incorporate, as much as they can, visual learning techniques in the workplace and during training. Visual learning in the workplace includes charts, graphs, pictures and process maps that can help a newcomer learn more comprehensively while on the job and with lower language skills. For example, health and safety manuals containing visual graphics have proven to be effective for getting important information across to workers. Increasingly, employers are taking it upon themselves to provide their training and human resource manuals in different languages including French, Chinese, Arabic and Spanish. Newcomer employees should also be encouraged to take notes on the job to remember key words, phrases and processes as a method of retaining important points and information.
- Lastly, employers should offer opportunities which allow newcomer employees a chance to get involved in company outreach events or volunteering on internal or external committees. This will provide a newcomer employee a chance to better learn workplace culture while also strengthening workplace diversity overall. Many organizations offer options for employees to join committees such as community boards and selected work projects which have shown to improve interpersonal and communication skills of their employees.

## Principle 4: Promote Social Integration in the Workplace

Social integration of newcomers within the workplace, or society more broadly, is typically understood to be within the final stages of a newcomer's settlement process. If and when positive social integration is accomplished – with newcomers contributing and advancing society – it is argued that the immigration-to-citizenship journey will have been a success. Multiculturalism remains a strong hallmark of Canada's identity with social engagement between Canadians and newcomers strengthening the social bonds necessary for thriving societies. Social integration from immigration-to-citizenship encompasses a wide range of principles and objectives that include education, work, housing, property ownership, positive socio-economic mobility, and ultimately, contributing and advancing Canadian society as a whole.

As noted by De Filippo, Larkin and Lohmann, integration “requires understanding and navigating complex webs of rules and customs that govern our economic, social and legal lives.”<sup>20</sup> For a newcomer, this would also involve learning a new language and getting acquainted to new cultural expectations. To better understand these challenges through a simple yet striking example, take the case of a refugee person upon their arrival to Canada. As De Filippo, Larkin and Lohmann state:

**Those asylum seekers that are given refugee status often only have a short period of time to transition to new benefits, find housing and get a job. In this process, they encounter a number of catch-22s. Typically, they can't get a bank account without a home address, yet they can't get housing without proof of income – and they can't receive benefits without a bank account.**

Thus social integration, especially for a newcomer, is a complex and multi-layered process which needs community and outside support. However, in terms of newcomers and employment, Canadian employers are well positioned to lessen some of the pressures faced by newcomers to Canada.

Employer's assistance with the social integration of newcomers should be considered part of their workforce development. For example, simple initiatives or programs such as holding company picnics and promoting cultural or religious holidays will allow newcomer employees to better integrate into the workplace. Such efforts have shown to make employees feel more comfortable in their work environment while accommodating for workplace diversity – therefore resulting in better productivity and commitment towards the job and company.

Regular staff meetings, cultural potlucks and company retreats that allow employees to discuss and share their work further helps with social integration within the workplace. Employers can also provide more specialized or professionalized integration opportunities to their newcomer employees by offering opportunities to participate on various workplace decision-making committees for example. In fact, some employers are going to great lengths to make the workplace more inclusive. TRIEC's State of Immigrant Inclusion report noted how one employer recently introduced new inclusion initiatives within their organization such as leadership training, bias training and leadership development for immigrants with a “greater focus on diversity at management levels.”<sup>21</sup> Providing professional development opportunities through specialized training and volunteering will help newcomer employees feel valued as well as to help them develop important skills in a cost-effective manner.



Workplace networking is another effective technique available to employers to promote social integration in the workplace. Workplace networking can facilitate and strengthen on-the-job team building efforts as well as to assist organizations in their workforce development. Workplace networking allows newcomer employees to learn from experts and experienced professionals inside the company through cross-departmental opportunities and projects.

Networking is typically understood as an activity used to find work or to increase one's pool of industry contacts. Networking is most often associated with the phrase, "It's not WHAT you know, but WHO you know," which has become an important way for people to find work through personal contacts and outside associations. Workplace networking on the other hand, can be thought of as an internal process which gives employees greater access to managers and specialists within their own organization. This not only provides opportunities for newcomers to develop critical thinking and communication skills, but newcomer employees will also be able to improve the way they work with others while further learning workplace culture. Networking within the workplace builds social cohesion and workplace bonds which serves both the employer and the employee in positive ways. For example, workplace networking strengthens staff bonds and staff goals, it creates greater commitment to the workplace and also creates positive relations that serve to avoid potential conflicts. Therefore it is encouraged that employers invest in company social programs either by improving existing initiatives or by developing new methods which can help to attract and retain the best talent.

### **Principle 5: Innovative Attraction and Retention Strategies**

Social integration and workplace networking, as was discussed, can be thought of as more of an "internal" process for employers, whereas newcomer attraction and retention can be thought of as an "external" practice for the hiring and retaining of newcomers. There are certain steps which employers can take to improve the way they attract and retain newcomer and immigrant employees. With the economic rationale for immigration firmly established, employers must now work to develop and implement strategies that will allow their organizations to attract and grow their employee base. Particularly with recruitment and attraction measures, human resource professionals have an important role to play. Modifying certain policies and procedures will undoubtedly face internal resistance at various departmental levels, however, innovative thinking is necessary to succeed in today's changing labour market. Therefore employers must think creatively and be resourceful when it comes to finding effective solutions to today's labour market challenges.

Employers can increase the pool of their applicants as well as their ability to hire and retain newcomer employees by taking some initial and cost-effective steps. Firstly, employers need to consider hiring practices that reflect the diversity of their communities, which in turn, will help their organizations be more attractive for newcomer candidates. The notion that a company or brand must reflect the consumers to which they are selling to holds very true in this case. As noted in the recent TRIEC report, 61 per cent of employers surveyed stated that they have made significant changes in their overall approach to hiring and retaining immigrants because they understand the importance of being seen as an "employer of choice" and recognize the benefits of diversity and inclusion within the workplace.<sup>22</sup>





Newcomer orientation and diversity training is a great way to educate staff and managers about the benefits of immigration and the important role newcomers play within the Canadian economy. To paraphrase a statement from the president of a leading Guelph manufacturer, if immigrants were to decide to pick up and leave from the Guelph-Wellington area tomorrow, countless manufacturing companies would close their production overnight. Given the crucial role of immigrants within Guelph-Wellington's economy, and Canada more broadly, newcomers therefore must feel that they belong and can contribute to company goals and growth. A study by Deloitte found that when just 10 per cent of employees felt more included within the company, work attendance increased by almost one day per year per employee.<sup>23</sup> Furthermore, this study found that employee performance and innovation increased by 83 per cent while team collaboration grew by 42 per cent when employees felt their organizations were committed to diversity.<sup>24</sup>

Secondly, employers, through their human resource departments, need to reach out and build partnerships to community organizations and settlement agencies as a source for connecting and attracting newcomer employees. Research has shown that most small to medium size employers in Canada have been slow to tap into newcomer labour pools. From this perspective, there are entire communities of potential workers which employers and human resource professionals have overlooked. Like workplace culture, worker recruitment methods also vary from country to country. The traditional recruitment methods employed by employers in Guelph-Wellington may never reach newcomer and immigrant communities who typically receive their labour market information and job opportunities through different avenues and sources. By developing distinct strategies that target newcomer and immigrant communities, employers will be able to ensure their job postings reach a critical and diverse labour market pool.

Again, with changing labour market demographics and hiring challenges, employers must be much more creative in their recruitment process and where they look for talent. Standard and outdated hiring practices should be reviewed and updated so as to reflect demographic changes more accurately and to garner greater success when it comes to hiring newcomers. This can be done by partnering with immigrant servicing agencies that have an extensive newcomer client base and staff that are specialized in working and serving newcomer communities. We have witnessed the success of this first hand in the Guelph-Wellington area where Immigrant Services Guelph-Wellington has been working directly with employers to find and hire newcomer talent.

Thirdly, simplifying the hiring process is an effective and easy step for employers to attract and retain newcomers. Employers must avoid using outdated or challenging interview processes which were developed decades ago and which may not reflect today's labour demographics. Of course, employers should not compromise safety, ethics and regulations when it comes to updating or improving their hiring process. However, there is no reason why employers should not cut through any unnecessary "red tape" which makes it difficult to hire newcomers and immigrants. It is not uncommon when we meet employers to find that candidates applying for a job within their company have to go through an extensive hiring process using behavioural questionnaires for an entry level labour position. Such a process discourages many newcomers from applying and can have an adverse effect for the company's recruitment process. Avoiding somewhat complex online applications is another good practice for employers to attract newcomer talent. Given the communication difficulties newcomers may face, online applications may hinder their ability to effectively and accurately apply for jobs. Therefore employers should review their existing approaches to hiring and consider ways in which this process can be simplified.

## Principles in Action



### Key Case Study: Danby Products Limited



**Danby President and CEO Jim Estill with a group of newcomer employees at Danby's warehouse**  
 (Source: United Nations High Commissioner for Refugees)

Under the leadership of President and CEO Jim Estill, Danby Products Ltd., a company with a workforce of 290 staff, developed and implemented an innovative 90-day program for their newcomer employees called "Ease into Canada" (EIC). The goal of the program has been to assist Danby's recently hired newcomer employees gain valuable Canadian work experience, including improving their communication skills and gaining on-the-job training. The program was originally intended to assist Syrian refugees, however, it has since been expanded to include several non-Syrian refugees as well as other recent immigrants. The EIC program began as a humanitarian idea of Estill to address the on-going refugee crisis. In an effort to provide help, Estill committed \$1 million of his own money to sponsor 50 refugee families in 2015. A central reason to the program's success has been Danby's ability to leverage "existing resources within the community, such as the Salvation Army to provide families with clothing, Hope House to provide furniture, and settlement organizations to provide language instruction."<sup>25</sup> Working with a wide network of community organizations and volunteers has allowed Danby's newcomer employees to better integrate within the company as well as the larger community.

The EIC program has helped newcomer employees reduce employment barriers while also improving their overall settlement process. Danby is a strong believer of providing language support in the workplace where their ESL classes have been a great success. With respect to language training, Danby has encouraged its newcomer employees to learn English throughout the community and by different means, such as "through in-class instruction, on-the-job training, television, smartphone apps, and social groups."<sup>26</sup> Danby offers flexible work schedules to help their employees access in-class training. Danby also provides their newcomer employees with workshops on resume building and financial literacy which is part of their Canadian cultural training efforts. With respect to the Syrian newcomer employees, Danby has made sure that, "each family has an Arabic-speaking mentor and four to five English-speaking families that assist them," where the mentors are "given a checklist

of responsibilities such as helping Syrians open bank accounts and assess how the Syrians are faring in areas such as English proficiency and health.”<sup>27</sup> This has allowed Danby to further support and develop their employees’ social integration within the workplace principle which has helped to create a positive work environment for all staff.

One of the positive by-products of Estill’s generous offer to sponsor and resettle 50 Syrian refugee families was that Estill, and Danby Products, made international headlines in almost all major newspapers and television outlets. This helped to highlight Danby’s positive work and brand image, making Danby Products a household name on an international level. Danby has taken concrete steps to utilize the valuable transferable skills many of its newcomer employees bring. The bulk of the newcomer employees Danby hired started off at the company’s warehouse which is where the labour demand was the highest. However, some of the employees who started on the warehouse floor have now moved into roles more aligned with their professional backgrounds. Take for example a Syrian employee who had sales and marketing experience working in the Middle East and was later moved into Danby’s Sales Department after a year of working in the warehouse. Danby recognized that this particular employee had valuable international experience and therefore promoted him to an office role. After moving into this new position, this employee was successful in securing a large contract for Danby in Dubai. This employee’s past sales experience, Arabic language skills and contacts in the region were recognized as important transferable skills that Danby could promote and apply to their company. This employee is now a permanent staff in Danby’s Sales Department where he focuses on Middle Eastern clients and customers.

“The Danby Appliances tag line is do the right thing. Hiring immigrants and diversity are both ‘right things to do’ – to give people a chance. We have found that diversity in our workplace has made us stronger and more innovative. More views and perspectives means better solutions are found.”

*Jim Estill, President & CEO of Danby Appliances*

The main objectives, components, and features of the EIC program are as follows:

- **Objectives:**
  1. Provide ESL classes on-site for newcomers who need to improve their English language skills
  2. Provide “Canadian” work experience through paid employment
- **Components:**
  1. English as Second Language (ESL) Class
  2. Work Placement and Experience
- **Main Features:**
  1. 90 day employment contract (part-time and full-time) with Danby Products Limited
  2. Placements in different departments based on transferable skill sets
  3. On-site English Language training program run by volunteer ESL teachers for 200 hours offered though group classes or one-on-one lessons
  4. On-site work training on relevant topics including health and safety, rights and responsibilities, benefits etc.

5. Participation in company social events and committees
6. Flexible work schedule to allow for external appointments (e.g. training sessions in community organizations like Immigrant Services Guelph-Wellington; doctors' appointments; parents who need to pick up and drop off schoolchildren, etc.)
7. Based on hiring needs and performance, opportunity to transition into permanent or extended contracts at Danby
8. Support to transition into other companies after completion of the employment period at Danby
9. Mentorship and "buddy program" through existing staff who speak the native language of the newcomer employee

The EIC has brought many benefits to Danby. It has helped make the company an "employer of choice" amongst newcomer communities in the Guelph-Wellington area, thereby increasing applicants from these groups and offsetting Danby's recruitment challenges. In 2018, Danby was recognized and awarded as one of three employers in Canada by Immigration, Refugees and Citizenship Canada for their outstanding work hiring and retaining newcomers. In addition, the national and international attention both the EIC program and Danby Products have received has helped to further enhance the company and its products, making the Danby brand a leader in its industry.

## What is the employer's role?

The "Ease into Canada" program is easily transferable to other manufacturing workplace environments. The program can be adapted by employers interested in supporting newcomers in their community, as well as complementing their own workforce with a talented and diverse pool of employees. Some steps employers could take in implementing their own version of "Ease into Canada" include:

- Create HR processes to support newcomer referrals to your workplace, to settlement and community agencies, and to future employers.
- Hire an on-site, part-time ESL instructor.
- Recruit employee volunteers to provide informal mentorship and language support to newcomers (either in English or their native language).
- Provide release time for newcomers to attend language lessons on site.
- Coordinate workplace culture sessions and related training.
- Support newcomers in accessing employment upon program completion.
- Provide a volunteer or staffer to coordinate language lessons and trainings.
- Partner with local settlement service providers.

– *The Refugee Hub, Ottawa, 2019*



# Employer's Best Practices in Guelph-Wellington

## Professional and Service Sectors

### **Sorbara Law**

Sorbara Law is one of the largest and most respected full service regional law firms in Ontario with offices in Guelph, Waterloo and Fergus. Several years ago, Sorbara Law hired Susan Liu, an immigrant from China who had seven years of experience as a lawyer in her home county. Susan was originally hired for the position of a legal assistant, as she lacked the Canadian credentials to practice in Ontario.

Recognizing her potential, Sorbara Law supported Susan's dreams of becoming a lawyer in Canada by providing a flexible work environment and training her on Canadian workplace culture related to the legal profession. The flexible work environment allowed her to return to university to obtain a law degree and study for the bar exams. This process took approximately three years to complete. After successfully passing the bar, Susan was hired by Sorbara Law as a lawyer to specialize in immigration, corporate and business law.

Susan has been extremely successful in this role and has brought in an estimated \$2 million in revenue to the firm. She has re-established professional connections with the law firm she previously worked for in China, who now refers their clients to Sorbara Law who are interested in establishing a business in Ontario.

### **Moffitt Print Craft Ltd.**

Moffitt Print Craft Ltd. is a family-run commercial printing business that has been in Guelph for over 50 years. The company specializes in four-colour process printing, digital colour printing and copying. Their products include brochures, business cards, calendars, custom tabs, envelopes, flyers, labels, manuals, portfolios and posters.

Moffitt Print Craft contacted Immigrant Services Guelph-Wellington for assistance to fill an open specialized technical position. The company worked with Immigrant Services to review their job opening and to recruit a candidate among Immigrant Services' client base which matched the job qualifications. Given the technical side of the job, a candidate with high language skills was required such as a CLB 5-7. After a client was found, Immigrant Services worked with a local agency to secure Training Funds offered by the Government of Ontario to employers to assist with the hiring and training costs. This employee has become an integral member of Moffitt Print Craft's team and the company continues to work with Immigrant Services to help with their hiring needs.

### **Tivoli Films**

Tivoli Films is based in Elora, Wellington County and offers services related to film and other visual media. Although the Canadian film industry is considered a leader on many fronts, some countries are more advanced specifically when it comes to filming technology. For example, some countries in Europe are well known for their production of digital or animated features. When hiring for their company, Tivoli Films recognized that immigrants can have specific film related skills and experience that are more developed than their Canadian counterparts. They see this as a competitive advantage for Tivoli Films and are always ready to hire immigrant talent who have the skills they need.

Tivoli Films staff includes an individual who is originally from the United Kingdom and who has worked on several digital television programs, including some which can be seen on Canadian television channels such as Treehouse. This individual remains an important member of the animation team at Tivoli Films where they continue to produce 2D, 3D and character animated videos. His international experience is very valuable to the company's business, where his skills ensure clients get extremely high quality animated videos. The ability of Tivoli Films to provide workplace training and to recognize the important transferable skills of their newcomer employee has made this company continue being successful in their industry.

## **The City of Guelph**

The City of Guelph is an equal opportunity employer who values diversity in the workplace. The City believes diversity brings a depth of experience and skills that build a stronger workplace and makes City services more reflective of their community. The City's website offers information for newcomers that are hoping to transfer their knowledge and skills into local government.

The City of Guelph actively participates in outreach, networking and career educational activities. Such activities specifically target newcomers and their families, helping people to consider their careers as part of the Guelph story.

The City of Guelph has an innovative program called "Municipal Internship for Immigrants at Guelph." The program helps local immigrant professionals develop their professional networks and learn how to be successful in a municipal work environment. The program is run in partnership with local employment service providers, and all applications are processed by Lutherwood Employment Services, a program partner.

The City of Guelph is an active employer partner with the Lutherwood Mentorship Alliance as well. Through the program, participants learn mentoring skills, strengthen coaching skills and build cross-cultural competency skills. These skills help newcomers support and develop networks with professional contacts within their new community.

## **County Of Wellington**

The County of Wellington is one of the organizations partnering with Lutherwood Employment Services' "Municipal Internships for Immigrants at Guelph" program. This initiative pairs immigrants with professional experience with a mentor working in a municipal government. The goal is to help immigrant professionals learn about a municipal governmental workplace and to develop professional networks in their fields. To date, internships in the County of Wellington have been primarily in the Information Technology Department.

In 2015 the County Of Wellington's Economic Development division introduced a new project titled the "Talent Attraction Initiative" (TAI). One of the objectives of this programme was to educate local employers about the benefits of hiring newcomers, and to support the local business community with advice about immigration programs. Project staff meet with employers to help them determine if there is an immigration program that can help meet their labour force needs, and if so, provide guidance on the application process, costs involved, timelines and local settlement supports. The overall goal of these activities is to support employers who are willing to use immigration programs to find workers, and by extension, to raise awareness of the important role immigrants can play in the labour market.



The TAI also provides intercultural training for individuals and groups who work with newcomers and immigrants. The goal of these workshops is to educate people about how common concepts and ideas can have different meanings across cultures. For instance, concepts such as family, time and personal space vary across cultural communities. In one cultural context, “family” may mean a small, nuclear unit (e.g. grandparents, parents, children) while in another, the idea means an expansive group (e.g. grandparents, parents, children, uncles, aunts, cousins, second/third degree-cousins, boyfriends/girlfriends, close family friends etc.). This training has been primarily offered to refugee support groups but is also available to the business community with the intention of reducing intercultural misunderstandings in the workplace.

A third TAI project is the facilitation of employer perceptions/marketability workshops for international students. In partnership with the University of Guelph’s Office of Intercultural Affairs, TAI staff have been providing employment-based workshops for international students to educate them on how the culture of work in Canada may differ from their home countries. The workshops explore what common business concepts – such as brainstorming, “water-cooler” talk, team-building etc. – mean in the Canadian context. The workshops also highlight employer expectations of workers when it comes to contributions in the workplace and relations with supervisors. The goal of these workshops is to promote employment-based immigration pathways while providing students with information for them to develop the soft skills needed to successfully integrate into the Canadian workplace.

### **Habitat for Humanity**

Habitat for Humanity Wellington Dufferin Guelph envisions a world where everyone has a safe and decent place to live. The organization partners with community stakeholders to build homes that provide the foundation for bright, stable and empowered futures for the families and individuals who live there. In the fall of 2004 the Guelph ReStore was opened. This retail business sells used and surplus home furnishings and building materials. ReStores have a unique purpose in that net revenues contribute to affiliate administrative costs.

Habitat for Humanity has been an integral part of Immigrant Services Guelph-Wellington’s Circle of Learning pre-employment program. Habitat for Humanity has been leading a training program where they facilitate a 2 hour workshop to educate newcomers about safety in the workplace. In addition, Habitat for Humanity takes participants and newcomer clients to their warehouse for a 1 hour tour which includes a full review of their warehouse and the different roles and responsibilities available there. After this, Habitat for Humanity provides full volunteering opportunities to the participants in a diverse range of positions including cashier, customer service, building, moving etc. This partnership provides hands on experience as well as Canadian work experience to newcomers. Habitat for Humanity has also offered extended paid job offers to participants that have resulted in full-time employment for newcomer participants of the program.

### **Royal Terrace**

Royal Terrace has been family owned since 1973, with their current fully accredited 67-bed Long Term Care facility, together with a 54 bed Retirement Home, having been built in 1989. The facility offers clients both retirement living and long-term care services and is located in Palmerston, Wellington County. Recruiting local registered nurses and personal support workers for organizations in rural communities can be difficult. In order to meet these challenges, Royal Terrace has implemented a novel way of worker recruitment by tapping into regional immigrant networks. For example, some of Royal Terrace’s workers are originally from the Philippines by way of various cities in Canada. Whenever a vacant job posting becomes difficult to fill, Royal Terrace encourages current workers to reach out to their social networks to see if there is anyone who has the needed qualifications and job experience and who may be interested in relocating to Palmerston for work.



This approach to recruitment has worked very well for Royal Terrace for several reasons. First, it has expanded Royal Terrace's recruitment methods past the traditional methods used by many employers in rural areas such as the local newspaper or family connections. Second, this method allows Royal Terrace to intentionally reach a labour pool traditionally overlooked by small and medium sized businesses in Canada, that being, the skilled immigrant labour pool. Lastly, by operationalizing existing worker's social networkers, Royal Terrace has implemented a variation of candidate referrals similar to what many other companies do, albeit in the newcomer context. The existing workers who are helping promote employment opportunities act as champions for Royal Terrace, tell interested parties about the quality of life in the Palmerston area as well as what it is like to be an immigrant in rural Ontario. These are important considerations for immigrants thinking about relocating to rural areas.

## **Manufacturing Sector**

### **Cherry Forest Manufacturing/Barco Materials Handling Ltd.**

Cherry Forest Products is a family owned sawmill and hardwood manufacturing facility. The company was founded by Edward Baranski almost 50 years ago as a green sawmill, and today, the company is owned and managed by the second generation of the Baranski family. The company manufactures high quality lumber, dimension stock, veneers and pallets.

The Human Resource department at Cherry Forest Products has developed a multifaceted approach to attracting and retaining immigrant workers. The company has implemented targeted recruitment of workers from different ethno-cultural communities in the Guelph, Cambridge and Kitchener-Waterloo regions by advertising in cultural newspapers and reaching out to cultural associations. Cherry Forreast Products has also tapped into employment programs offered by local settlement agencies such as Immigrant Services Guelph-Wellington and has also participated in their job fairs.

Furthermore, the company provides translated materials to newcomer employees including all legal documents such as health and safety. Employees help new hires with training and support to get familiar with their job and company through "buddy programs." This is done through the use of internal employees who speak the same language as the newcomer employee where they are paired with staff who speak the same native language. This has also allowed the company to not have to rely too much on hiring interpreters where instead they encourage their employees to support and teach newcomer hires. In fact, employees who help through a "buddy program" are compensated and encouraged with gift cards. There are also translated signs throughout the company in four main languages – English, French, Spanish and Punjabi – which help newcomer employees better navigate the manufacturing floor.

For training, the Human Resources department uses slide shows during orientation which emphasis pictures of actual people working on machines and on the assembly line in order to ensure employees with limited language skills are better able to understand the tasks and workplace responsibilities. They also bring in translators during orientation if they can't find a staff member to help, to solve any language barriers or issues.

To support their worker's social integration, Cherry Forreast Products regularly hosts staff BBQs, Christmas parties, and Indian and Cuban Cuisine Days to celebrate the various cultures among their employees. Cherry Forest Products has also started to explore immigration programs which would allow them to bring in international talent. The company has been very impressed with newcomer's work ethics and desire to succeed in the manufacturing sector and hopes to continue hiring newcomers.





As companies and industries increasingly compete for talent and workers, employers must take practical steps to ensure newcomers are effectively included in their hiring process – a process this toolkit intends to establish.

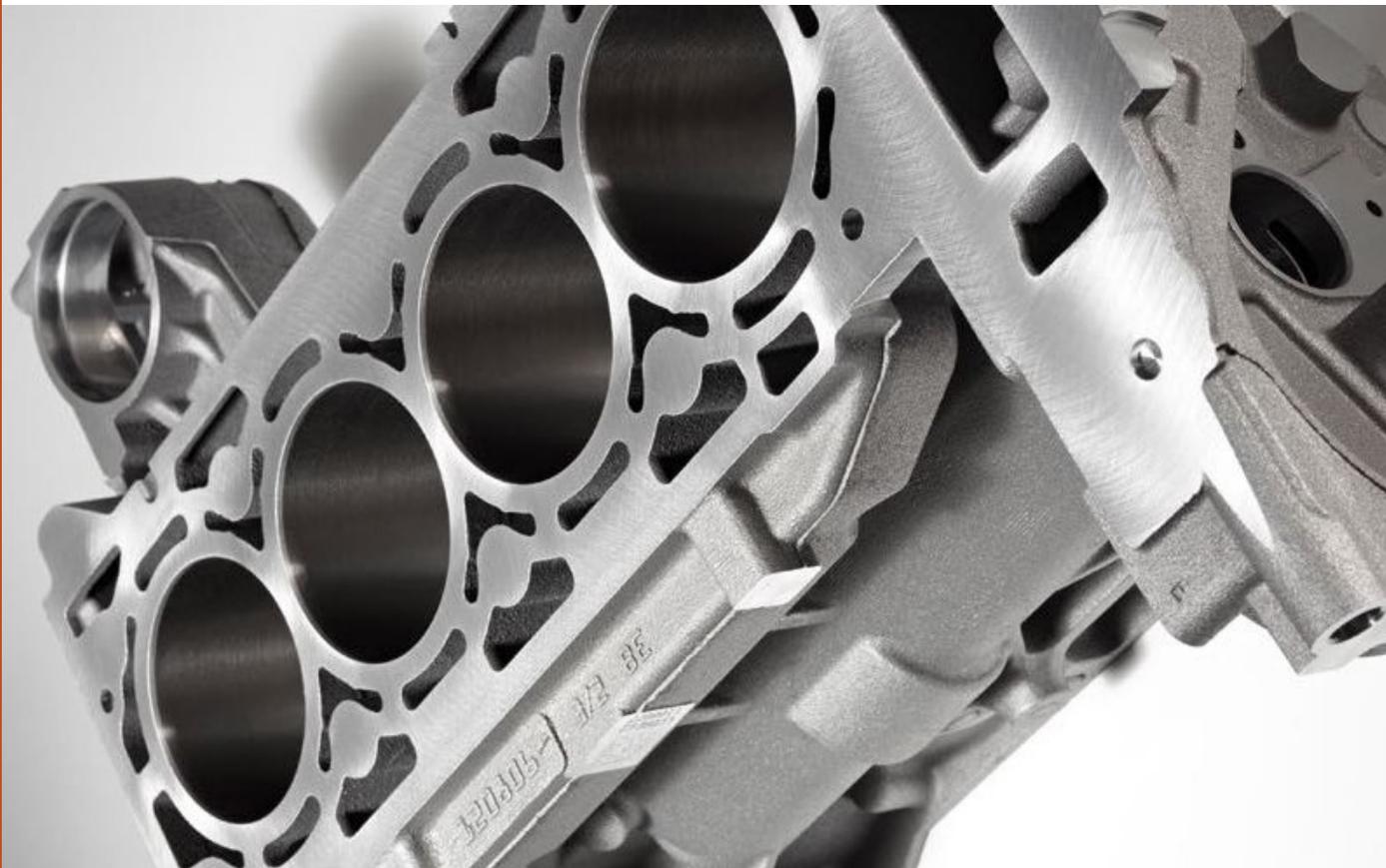


## Linamar Corporation

Linamar was founded in 1966 in Guelph by an immigrant toolmaker from Hungary named Frank Hasenfratz. Today the company is run by his daughter Linda Hasenfratz and has 60 plants globally with over 28,700 employees. The company's key products include precision metallic products, powertrain systems and Skyjack brand aerial work platforms.

Linamar regularly partners with Immigrant Services Guelph-Wellington as a participant in their job fairs. Linamar representatives provide applications and also discuss their company and positions available including roles and responsibilities, pay rates and shifts hours. They set up interviews during these orientations which make the process easier and faster for newcomers. Linamar has been great at hiring low language participants where they provide training and orientation for the first few days in the native language of the new hire and pair them up with someone who speaks their native language through a "buddy program."

Linamar is also committed to language improvement for their employees where they provide ESL training for newcomer staff. It is said that ESL classes are provided in-house within 50 per cent of Linamar plants in Guelph. These sessions are organized in a classroom setting with an instructor that is a certified ESL teacher. These classes are run twice a week for 1-2 hours. Linamar's workplace ESL training focuses on job-based communications as well as "every day" language communications for their newcomer employees which has proven to be very helpful while allowing newcomers to improve their language skills while remaining fully employed.



## MSW Plastics

MSW Plastics is a manufacturing business based out of Palmerston, Wellington County. Due to some challenges finding workers amongst the local community, MSW Plastics has started to explore immigration related options. MSW Plastics is one of the employers participating in a “municipal immigration project” which has been developed to support the growing Filipino population in Minto and to promote the area through immigrant social networks. Employment opportunities in MSW Plastics will be circulated as an option for individuals considering migrating to the area.

MSW Plastics has also started to develop some internal supports for newcomer workers in their business. For example, the company recently hired workers originally from Mexico. In order to help these individuals socially and culturally integrate into the Palmerston area, the Plant Manager reached out to past and current employees whose background were also Mexican and developed a plan where they agreed to assist and support MSW Plastics help and welcome these newcomers into the community. The company has also started to review the different immigration programs that can be used by employers to recruit overseas workers while also processing applications to help current workers extend their work permits or transition to a different immigration programs so they can remain employed.

## TG Minto

TG Minto Corporation is a world-class plastic injection moulding company located in Palmerston, Wellington County. The company is a tier one automotive supplier for Toyota with a vision to consistently exceed customer standards. TG Minto has recognized that language proficiency can be a barrier to newcomers and immigrants in the workplace and have therefore developed an inclusive on-boarding process. The human resources department ensures that translators are available for the training of new hires that have lower language skills. This ensures language will not be a barrier for new workers and to makes sure that they understand all of the production and safety requirements which will allow them to better contribute to the workplace. One initiative TG Minto is exploring in partnership with the Town of Minto and the County of Wellington’s Economic Development department is to build relationships with the immigrant communities who work at the facility. The goal of this initiative is twofold. First, it would help municipal governments better understand how to support newly established immigrant communities in Minto, and secondly, it would help TG Minto recruit workers from these immigrant communities’ social networks located outside of Wellington County.





## **Agriculture Sector**

### **Crimson Lane Farms**

Crimson Lane Farms is an agricultural operation in the Township of Minto. In the past few years, Ed and Tilda Bosman have turned to immigration programs to find professionals with the educational backgrounds and work experience they need. Their rationale is simple. From their experience, it has been very difficult to find suitable workers locally. By using immigration programs, they can find workers educated in fields such as animal husbandry, who have relevant work experience, and most importantly, who want to work on a Canadian farm. Although there are additional costs and timeframes to consider, Ed and Tilda plan accordingly and have been very satisfied with the immigrant workers they have hired to date and have helped these individuals apply for permanent residence in Canada.

Crimson Lane Farms uses a multilayered approach to help their immigrant workers socially integrate into the Minto community. First, Ed and Tilda provide new immigrants with a place to stay at affordable rates during the early stages of their migration and settlement process. This allows workers to save money for other costs associated with rural living such as an automobile. Ed and Tilda also work closely with the County Of Wellington's Settlement Services to ensure their immigrant workers access the resources they need to settle effectively in Canada. Finally, Ed and Tilda regularly provide transportation to appointments, introduce their immigrant workers to local religious communities to help facilitate their social integration, and have started to serve Filipino food at workplace holiday gatherings. All of these activities have had a positive result. Crimson Lane Farms has a professional workforce who is happy to be there, and Ed and Tilda are constantly receiving requests from other professionals in the Philippines looking for an opportunity to work on their farm.

### **Cargill Meat Solutions**

This company was founded over 150 years ago based on the vision of founder W.W. Cargill: helping farmers prosper, connecting markets and bringing products to consumers. The City of Guelph is home to two of Cargill's facilities that employ nearly 1,700 employees which include a case ready plant and a beef processing plant.

Cargill regularly participates with Immigrant Services Guelph-Wellington in their job fairs and employment programs. In these job fairs, Cargill representatives usually present to two-dozen newcomer clients recruited by Immigrant Services. As such, Cargill's human resources professionals talk about the positions available, the details of the job descriptions, the hiring process, rate of pay, benefits structure, pay increases and rates, and public transportation routes available for those interested in working for their company. During these job orientations, Cargill brings job applications where interested candidates fill them out on the spot, where in case any language support is needed for the low English skilled clients, Immigrant Services staff are there to assist. This makes the application process much easier and convenient for both the candidates and Cargill human resource staff. If language is an issue, Cargill hires translators for the interview process.

In addition to local recruitment efforts, Cargill has turned to immigration programs to bring individuals with meat-cutting experience to work in their facilities. As a result, Cargill has also started to rely on immigration initiatives such as the Temporary Foreign Worker program to offset their labour force challenges. The company even has a staff person dedicated to overseas recruitment and who provides the supports needed when foreign workers arrive in Guelph, including arranging housing and transportation options. Cargill has hired nearly 60 employees through their partnership with Immigrant Services Guelph-Wellington.

## Jaycee Herb Traders Ltd.

Located in Guelph, Jaycee Herb Traders Ltd. was started in 1995 and has grown to become a major supplier of fresh herbs, exotic fruits and specialty vegetables to grocery stores and food terminals throughout North America. The business operates at local and international levels to ensure year-round delivery of their diverse products.

Jaycee Herb Traders partners with Immigrant Services Guelph-Wellington as a participant for their many job fairs. The company comes with their applications and overview of their company and positions including roles and responsibilities, pay rate, shifts hours etc. They also bring to their job fairs sample products of the packaged herbs that are made at the company – providing a great visual to the candidates. High language skills are not a necessity for working here given that whenever possible, the company pairs newcomer candidates with existing employees from similar language backgrounds to assist with training and orientation. Jaycee Herb Traders also has insured all materials have been translated in the main languages of their employees (Spanish, Farsi, Mandarin, Hindi, Punjabi) including Health and Safety, policy standards book and good manufacturing processes. Religious and cultural potlucks are also regularly provided to employees and staff during holidays and festivals. Through their partnership with Immigrant Services Guelph-Wellington, Jaycee Herb Traders has hired up to 40 newcomer employees.





## **Blue Haven Farms**

Blue Haven Farms have hired immigrants from Brazil, India, China and Mexico to do a variety of jobs on their agricultural operation. These tasks include working with animals, outdoor maintenance, property management and other chores on the farm. The owners of Blue Haven Farms have recognized that immigrants come with a variety of skills and past experience, many times unrelated to working in the agricultural field. Therefore, mentorship is a key component of the work environment. Positive reinforcement, guidance and social support all are techniques that help immigrant employees find importance in the new skills they have learned. In addition, newcomers are treated like family and made to feel welcome and valued, so that the farm becomes a short-term home for newcomer workers. Blue Haven Farms has realized that both parties benefit under this type of partnership and structure.

## **Mapleton's Organic**

Mapleton's Organic Dairy is a family owned and operated farm located in the Township of Mapleton. It is certified organic by ECOCERT Canada, which produces ice cream and frozen and fresh yogurt using milk from their herd of dairy cows. The 250 acres dairy farm was established in 1980 after Ineke Booy and Martin de Groot immigrated to Wellington County from Holland. The farm has now grown to 400 acres of certified organic land and is home to a herd of 70 milking cows (and other farm animals) which produces over 600,000 litres of milk annually that is used in Mapleton's products.

Due to their immigrant roots, Mapleton's Organic recognizes the value of a global perspective and international experience in the agricultural field. As such, the company offers internship opportunities for students who have placements through post-secondary education programs related to agriculture. These internships allow students to gather practical experience in the agricultural field in the Canadian context but also allows Mapleton's Organic to learn about agricultural trends and technologies in other areas of the world, benefiting both parties.

For example, several years ago Mapleton's Organic had someone intern for them for approximately 6 months. She was an agricultural college instructor from Finland. During this time, Mapleton's Organic was in the process of building a new barn and the intern gave the company many ideas which incorporated livestock wellbeing that was ultimately adopted into the new structure. This was a great benefit for Mapleton's Organic as they were able to include ideas and planning developed in Europe that were proven to improve the comfort of livestock – ideas that were much more advanced than what was being done in Canada at the time. As a result, Mapleton's Organic was able capitalize on international experience to improve their facilities in Canada to a greater degree than if they were to solely rely on local knowledge or ideas during the construction process. Therefore, Mapleton's Organic was able to utilize the international transferable skills of their intern to improve their business and overall product.

## Conclusion



With the changing nature of Canada's economy, coupled with the demographic shifts of an aging population and low birth rates, steady immigration is vital for Canada's economic prosperity. While the economics of welcoming immigrants is important, the positive contributions immigrants also make to our communities and societies is equally noted. As this toolkit has demonstrated, Canadian employers can play an important role in the economic and social integration of newcomers and immigrants. The five principles developed in this report are practical and proven sets of action employers can put into operation to help them better hire and retain a newcomer workforce. This toolkit has provided real and concrete examples of local employers in the Guelph-Wellington area who have been successfully working and building their newcomer labour force which we hope will act as a catalyst and encourage others to hire and invest in newcomers and immigrants.

The employer case studies demonstrate the principles in action, not in any order, but rather how employers are utilizing one or more of these principles within their hiring and retention process. The key case study of Danby Products is an example of an employer which has gone above and beyond to assist newcomers gain meaningful employment where the practices they have put in place does in fact have elements of each of the five principles. From their in-house ESL training program to their recognition of international skills and experience, Danby Products has developed a system that employers can incorporate within their own places of work. The economic benefits that immigrants bring to the workforce include higher returns on investment for businesses as well as a greater GDP for Canada. However, to compete in today's global economy where demands are shifting and influences are changing, innovation, creativity and international expertise are needed for greater economic growth. In fact, in a 2019 Royal Bank of Canada report on the future of work, a key finding from this study states, "Global competencies like cultural awareness, language, and adaptability will be in demand" as businesses move into the future.<sup>28</sup> These are exactly some of the important skills that newcomers are bringing to Canada. With this toolkit, employers and workforce planning professionals can begin to update and improve their hiring and retention practices so that they can hire the best talent and continue being successful into the future.

## Appendix 1 - Statistical Profile of Wellington County and Guelph

Figure 1: Immigration Trends in Canada, Ontario and Wellington County

Geography	Canada	Ontario	Wellington County and Guelph
<b>Total population</b>	34,460,065	13,242,160	219,420
<b>Immigrant population</b>	7,540,830	3,852,145	37,710
<b>Recent immigrants 2011-2016</b>	1,212,075	472,170	4,020

As illustrated in figure 1, the immigrants represent nearly one quarter of Canada's population, with recent immigrants representing approximately 16 per cent of the total immigrant population. In the Ontario context, overall immigrants represent a higher percentage of the total population (19 per cent), while recent immigrants are only 12 per cent of the total immigrant population. The statistics for Wellington County fall below the national and provincial averages. Here immigrants represent only 17 per cent of the total population, with recent immigrants being 10 per cent of the total immigrant population.

Figure 2: Top Five Immigrant Source Countries

Canada	Ontario	Wellington County and Guelph
India	India	United Kingdom
China	China	India
Philippines	United Kingdom	Philippines
United Kingdom	Philippines	Netherlands
United States	Italy	China

As illustrated in Figure 2, the historic source countries of immigrants in Wellington County differs slightly from national and provincial trends. More specifically, immigrants most commonly came from the United Kingdom rather than India, which is the primary source country at the national and provincial level.

Top Five Countries of Origin of Recent Immigrants: 2011-2016

Canada	Ontario	Wellington County and Guelph
Philippines	India	Philippines
India	China	India
China	Philippines	China
Iran	United Kingdom	Eritrea
Pakistan	United States	Viet Nam

In terms of recent immigrants, the main difference between Guelph and Wellington County and national and provincial trends is the higher numbers of newcomers from Eritrea and Viet Nam. In the case of the former, the increasing numbers are due to civil unrest and a dictatorship in the country that has fueled one of the world's largest out-migrations with the United Nations estimating that close to 400,000 – or 9 per cent of the population – have fled the country in recent years. In the latter these trends are a result of the resettlement of Vietnamese refugees, also known as "boat people", during the late 1970's.

## Appendix 2 - Needs Assessment and Transferable Skills Form

Get to know your newcomer employee's skills, qualifications and experiences to plan for success.

### Personal Information

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Country of Birth: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Status:       Citizen                       Permanent Resident                       Skilled Worker  
                  Student                       Conventional Refugee

Driving Licence:  
 G               G1               G2               M               Other

### Language Information

English Language Proficiency:  
 Excellent       Satisfactory       Below average       Poor       No English language ability

CLB Speaking Level: \_\_\_\_\_

CLB Reading Level: \_\_\_\_\_

CLB Writing Level: \_\_\_\_\_

1) Other Languages Spoken: \_\_\_\_\_

Can you read in this language:    Yes    No

Can you write in this language:    Yes    No

2) Other Languages Spoken: \_\_\_\_\_

Can you read in this language:    Yes    No

Can you write in this language:    Yes    No

3) Other Languages Spoken: \_\_\_\_\_

Can you read in this language:    Yes    No

Can you write in this language:    Yes    No

Are you currently in any languages classes or language support programs?

English as a second language school

Private tutoring

Community conversation circles

Employer language training programs

**Educational Information:**

What is your field of education or training: \_\_\_\_\_

In what country did you study: \_\_\_\_\_

What is your highest level of education in this field?

PhD     Masters     Bachelors     Diploma     Certificate

What is your second field of education or training: \_\_\_\_\_

In what country did you study: \_\_\_\_\_

What is your highest level of education in this field?

PhD     Masters     Bachelors     Diploma     Certificate

Please list any other education or training you may have: \_\_\_\_\_

**Work Experience**

Job Title: \_\_\_\_\_

What industry did you work in: \_\_\_\_\_

Roles and Responsibilities: \_\_\_\_\_

**Transferable Skills**

Math and Science     Information Technology     Customer Service     Problem Solving

Sales and Marketing     Engineer     Trades     Health Services

Programming     Team Leader     Multi-lingual     Accounting and Finance

Production     Research and Policy

**Employee Expectations**

What is the employees' idea job: \_\_\_\_\_

What is the employees' ideal job within this company: \_\_\_\_\_

**Employer Recommendations**

What department or job title could this candidate possibly work in: \_\_\_\_\_

## Appendix 3 - Employer Resources

### Canadian Language Benchmarks Assessment Tool for Employers

Language Benchmark	Listening/ Speaking Skills	Reading Skills	Writing Skills	Employment Skill Level
<b>1-2</b>	<ul style="list-style-type: none"> <li>- Little to no speaking ability</li> <li>- Can respond to simple greetings and name recognition</li> <li>- Grammar and pronunciation difficulties</li> <li>- Limited vocabulary and ability to communicate</li> </ul>	<ul style="list-style-type: none"> <li>- Little to no reading ability</li> <li>- Able to spell words out through letters but with much difficulty</li> </ul>	<ul style="list-style-type: none"> <li>- Little to no writing ability</li> <li>- Able to write name and address</li> <li>- Can copy written words but difficulty with legibility</li> </ul>	<ul style="list-style-type: none"> <li>- Able to work in labour intense environments which consist of repetitive and simple tasks</li> <li>- Ex. Manufacturing, farm work and cleaning</li> </ul>
<b>3-4</b>	<ul style="list-style-type: none"> <li>- Basic speaking ability</li> <li>- Is able to respond to questions and can understand most instructions</li> <li>- Better control over grammar and pronunciation</li> <li>- Can describe feelings and communicate at structured level with simple sentence use</li> </ul>	<ul style="list-style-type: none"> <li>- Basic level reading ability</li> <li>- Can read familiar texts more easily such as name and address</li> <li>- Able to read words and sentences slowly with basic comprehension</li> </ul>	<ul style="list-style-type: none"> <li>- Basic level writing such as short sentences</li> <li>- Able to fill out forms and simple documents</li> </ul>	<ul style="list-style-type: none"> <li>- Able to work in more advanced labour intense environments which require minimal documentation and computing</li> <li>- Ex. Quality assurance, package labelling, construction and trades assistant</li> </ul>
<b>5-6</b>	<ul style="list-style-type: none"> <li>- Ability to speak and understand instruction, including in a group setting</li> <li>- Can ask and respond to questions in relative detail</li> <li>- Some difficulty of grammar and pronunciation</li> <li>- Can communicate with relative accuracy</li> </ul>	<ul style="list-style-type: none"> <li>- Ability to read and understand text, including presentations</li> <li>- Can read more advanced texts and manuals</li> </ul>	<ul style="list-style-type: none"> <li>- Can write in detail but with basic sentence structure and grammar</li> <li>- Written notes expected to have some spelling errors</li> <li>- Able to fill out more advanced forms and documents</li> </ul>	<ul style="list-style-type: none"> <li>- Able to work in environments which deal with more complex and non-consistent tasks</li> <li>- Ex. Costumer service roles, cashier, data entry and trades</li> </ul>
<b>7-8</b>	<ul style="list-style-type: none"> <li>- Little to no issue speaking and understanding instructions</li> <li>- Able to have more advanced communication and engagement</li> <li>- Little difficulty of grammar and pronunciation</li> <li>- Able to partake in advanced training and learning</li> </ul>	<ul style="list-style-type: none"> <li>- Little to no issue reading and comprehending texts and its meanings</li> <li>- Able to read and learn at a more advanced level including university/college</li> </ul>	<ul style="list-style-type: none"> <li>- Little issue with writing but still not highly advanced</li> <li>- Some grammatical and sentence structure errors expected</li> <li>- Able to write in university/college settings</li> </ul>	<ul style="list-style-type: none"> <li>- Able to work in mid-level management to supervisor roles</li> <li>- Able to lead teams and think strategically</li> <li>- Ex. Finance, banking, human resource and non-profit</li> </ul>

## Appendix 4 - Operationalizing Principles of Engagement

### Putting the Principles into Practice

	Agriculture	Manufacturing	Professional and Service Sectors
<b>Language Supports in the Workplace</b>	<ul style="list-style-type: none"> <li>- Key manuals and materials translated into newcomers' original language.</li> <li>- Provide on-line English language resources (e.g. BBC Learning English).</li> <li>- Provide the option for newcomer employees to pair up or "buddy up" with fellow co-workers who can assist them in their first weeks of work and training. Can be someone who speaks similar native language but ideal that they begin to communicate in English</li> <li>- Provide information and resources on the nearest ESL classes available</li> <li>- ESL classes offered on-site during lunch breaks or before/after work shifts.</li> <li>- If access to ESL classes not available within the community, think about working with local community organizations to develop ad hoc classes or register employees for LINC home study programs</li> <li>- During interview and orientation sessions, make translators available so newcomer candidates are fully informed and understood</li> <li>- Encourage newcomer employees to undertake a Canadian Language Benchmark Assessment and refer to Appendix 3 to translate their abilities</li> </ul>	<ul style="list-style-type: none"> <li>- ESL classes offered on-site during lunch breaks or before/after work shifts.</li> <li>- Provide translators at job interviews</li> <li>- Provide the option for newcomer employees to pair up or "buddy up" with fellow co-workers who can assist them in their first weeks of work and training. Can be someone who speaks similar native language but ideal that they begin to communicate in English.</li> <li>- Provide information and resources on the nearest ESL classes available</li> <li>- If access to ESL classes not available within the community, think about working with local community organizations to develop ad hoc classes or register employees for LINC home study programs</li> <li>- Encourage newcomer employees to undertake a Canadian Language Benchmark Assessment and refer to Appendix 3 to translate their abilities</li> </ul>	<ul style="list-style-type: none"> <li>- Given that Internationally Trained Professionals or Internationally Trained Immigrants immigrate with a strong command of English to begin with, language support will not be a pressing issue</li> <li>- However, need to make sure that they have undertaken a Canadian Language Benchmark Assessment and refer to Appendix 1 to translate their abilities</li> <li>- Also, encourage that they have their credential assessed for an accredited assessment services</li> <li>- Provide opportunities for them to volunteer and join company boards and professional networking with the workplace events</li> </ul>
<b>Orientation of Canadian Workplace Culture</b>	<ul style="list-style-type: none"> <li>- Discuss how agricultural practices in Canada may or may not differ from a newcomer's home country.</li> <li>- Located agencies that provide Canadian workplace culture training and encourage newcomer employees to attend</li> <li>- Encourage employees to get involved with team work initiatives and company volunteering events</li> </ul>	<ul style="list-style-type: none"> <li>- Pairing new employees with more experienced immigrant workers from the same culture to help them navigate and understand cultural norms in the workplace.</li> <li>- Located agencies that provide Canadian workplace culture training and encourage newcomer employees to attend</li> <li>- Encourage employees to get involved with team work initiatives and company volunteering events</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss workplace cultural norms, relations with supervisors, etc. so newcomers understand employer expectations.</li> <li>- Prepare "quick facts" information sheets that compares workplace norms in newcomer's country of origin and the Canadian context</li> <li>- Encourage employees to get involved with team work initiatives and company volunteering events</li> </ul>

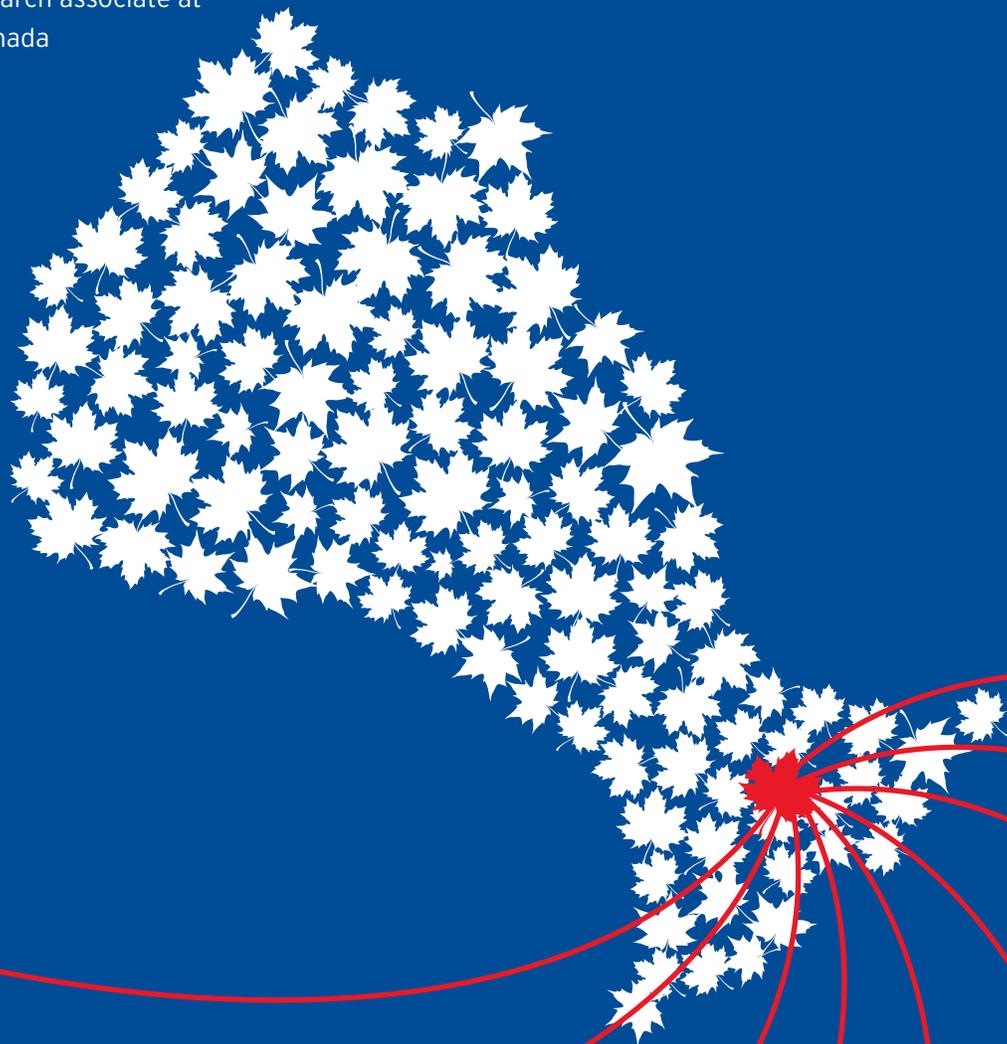
	<b>Agriculture</b>	<b>Manufacturing</b>	<b>Professional and Service Sectors</b>
<b>Social Integration in the Workplace</b>	<ul style="list-style-type: none"> <li>- Celebrate birthdays and holidays with all staff members.</li> <li>- Bring workers to activities such as farmer's markets etc. when newcomer workers can meet local community.</li> <li>- Company picnics and holiday celebrations, regular staff meetings and open channels of communications, company retreats and cultural potlucks</li> </ul>	<ul style="list-style-type: none"> <li>- Encourage newcomers to join social committees.</li> <li>- Organize "clubs" (e.g. sports fans) so newcomers can interact with other employers about shared interests.</li> <li>- Company picnics and holiday celebrations, regular staff meetings and open channels of communications, company retreats and cultural potlucks</li> </ul>	<ul style="list-style-type: none"> <li>- Encourage newcomers to join social committees.</li> <li>- Participate in culturally inclusive team building activities.</li> <li>- Company picnics and holiday celebrations, regular staff meetings and open channels of communications, company retreats and cultural potlucks</li> <li>- Provide newcomer employees the opportunity to participate on various social committees</li> <li>- Provide networking within the workplace options</li> </ul>
<b>Innovative Attraction and Retention Strategies</b>	<ul style="list-style-type: none"> <li>- Use immigration programmes to hire global talent with agricultural experience who want to work on a Canadian farm.</li> <li>- Advertise and work with local settlement agencies</li> <li>- Work with cultural associations to build networks and share information</li> </ul>	<ul style="list-style-type: none"> <li>- Recognize newcomer's transferable skills and outline possible career paths to other areas of the workplace that match with their previous work experience.</li> <li>- Advertise and work with local settlement agencies</li> <li>- Work with cultural associations to build networks and share information</li> </ul>	<ul style="list-style-type: none"> <li>- Help newcomer gain professional Canadian credentials so they can work at the same level as in their country of origin.</li> <li>- Advertise and work with local settlement agencies</li> <li>- Work with cultural associations to build networks and share information</li> </ul>
<b>Needs Assessment for Transferable Skills</b>	<ul style="list-style-type: none"> <li>- Complete the Needs Assessment and Transferable Skills form for future reference and use. Please see Appendix 2.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the Needs Assessment and Transferable Skills form for future reference and use. Please see Appendix 2.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the Needs Assessment and Transferable Skills form for future reference and use. Please see Appendix 2.</li> </ul>

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“Immigration makes an immense contribution to Canada’s economy, but the employment barriers that newcomers experience are preventing Canada from fully reaping the economic benefits”.

Kareem El-Assal, senior research associate at the Conference Board of Canada



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