INTRODUCTION

MOSAIC was responsible for two components of the Welcoming Workplaces Initiative under the New Westminster WCP Community Action Plan:

- Knowledge Development – Consultation
- Knowledge Development – Assessment

The following report details the activities completed under each component of Welcoming Workplaces, identifies barriers, gaps and opportunities related to new immigrants in the workplace as well as documents promising practices from various employers related to hiring, supervision and retention. For both the consultation and assessments, all activities met or exceeded the targeted numbers for participation by employers.

SECTION 1: SUMMARY OF KNOWLEDGE DEVELOPMENT – CONSULTATION

From July to October, 2013, New Westminster WINS conducted an in-depth consultation with employers to support the development of welcoming and inclusive workplaces in our community. For the purpose of the consultation, we defined a welcoming and inclusive workplace as: “an environment where everyone is treated with dignity and respect, where the talents and skills of different groups are valued, and where productivity and customer service improves because the workforce is happier, more motivated and more aware of the benefits that inclusion can bring”. ¹

The four month consultation included outreach to over 200 employers across the community and involved
- conducting 21 employer interviews (face-to-face and telephone),
- distributing an online survey (via SurveyMonkey) voluntarily completed by 31 employers, and;
- convening four focus groups (three with employers and one with immigrant employment specialists)

In each format, survey participants were asked to reflect on their own experiences and perspectives to identify specific barriers, gaps, and opportunities as well as promising practices related to the recruitment, integration and retention of new immigrants in their workplaces across New Westminster.

The purpose of this consultation was to identify and communicate the benefits of welcoming and inclusive workplace environments, in the hope of increasing overall employer awareness to address skills shortages and incorporate an increasingly diverse population within the workplace. In addition, the intention of the consultation was to identify promising practices for inclusion in “New West WINS: An Employer’s Guide for Welcoming and Inclusive Workplaces for Immigrants in New Westminster.” The Guide identifies promising practices related to immigrant employee recruitment and selection, integration, retention and succession planning as a means to support other employers to incorporate these practices into their own workplaces.

EMPLOYER CONSULTATION PROCESS
The Project Consultant developed a consultation template in partnership with staff from Douglas College’s Skills Connect for Immigrants Program. The consultation questions were reviewed and revised by the New Westminster Chamber of Commerce and the WINS’ Employer Advisory Committee, and were included in templates utilized for the employer interviews, the online surveys, as well as for the focus groups.

Three Methods Used
Employers assisted the New West WINS consultation process by:

1. Participating in a One-on-One Interview (30 min. via phone or on site)
Twenty-one employers participated in one-on-one interviews in which they were asked to discuss their experience recruiting, selecting, integrating and retaining new immigrant workers in their businesses, as well as identify gaps in services and supports. Seven interviews were conducted over the phone and the remaining 14 interviews at the employers’ offices or over coffee in the community. All employers participating in the face-to-face interviews received a folder of resources to support their accessing of community programs for the purpose of hiring new immigrants.

2. Completing a Survey (15 min. online)
Thirty-one additional employers participated in the consultation by completing a 15 minute online survey in which they were asked to answer questions related to their experience recruiting, selecting, integrating, and retaining new immigrant workers in their businesses. The survey was developed online utilizing SurveyMonkey to provide anonymity and the questions were structured similarly to those asked in the face-to-face interviews. A hard copy version was offered to employers as an alternative to the online version and the consultant entered the information collected in this manner into the survey database.

3. Participating in an Employer Focus Group (1 hour)
Three, 1-hour-long focus groups were organized to provide employers with a forum to discuss barriers, gaps and opportunities, as well as to identify promising practices and recommendations related to recruitment, selection, integration and retention of new immigrant hires. Due to the difficulty of recruiting employers over the summer months, only six employers were able to participate in these forums. An additional focus group of immigrant employment specialists working in New Westminster was organized to obtain their perspective on the above-mentioned issues. For the latter, staff working with immigrants from the New Westminster WorkBC Employment Services Centre, Skills Connect for Immigrants Programs (Douglas College, ISSofBC, Back in Motion and Training Innovations), Communications and Cultural Diversity, Immigrants in Trades, STEP and JobMatch Programs (BC Construction Association / Vancouver Regional Construction Assn.), New West Older Workers Program (Douglas College), JobOptions Program for Immigrants (MOSAIC), and Foreign Credential Recognition Loan Project (SUCCESS) were invited to participate.
Employer Engagement

Employers were engaged to participate in the consultation in a number of ways, including:

- New Westminster Chamber of Commerce distributed a newsletter email to its members announcing the project and invited them to participate.
- Skills Connect for Immigrants Programs (Douglas College, Back in Motion, MOSAIC, ISSofBC and Training Innovations) recruited employers from their respective employer databases.
- JobOptions Program for Immigrants (MOSAIC) contacted employers with whom they regularly place clients.
- Immigrants in Trades, STEP and JobMatch Programs (BC Construction Association / Vancouver Regional Construction Association) provided employer contacts in construction.
- New Westminster Older Workers Program contacted New Westminster employers with whom they place clients.
- Job Developer Resource Network and the WorkBC Employment Services Centre at FraserWorks Cooperative provided employer contacts.
- City of New Westminster provided email and phone contacts with the list of 25 largest employers.
- Project Consultant contacted other community-based employers over the phone and through walk-in interviews with either store managers, recruiters or the staff responsible for human resources.

The most successful strategies for engaging employers were referrals provided by the various Skills Connect for Immigrants Programs as well as direct employer contact including through HR departments and store managers.

Employer Acknowledgements

Employers who actively participated in the consultation through one-on-one interviews and involvement in focus groups are acknowledged below and received a folder of resources (e.g. brochures from various New Westminster employment programs) to assist them in the recruitment, integration and retention of new immigrant workers. In addition, they were also provided with information on various ways to connect and network with local employment programs able to provide assistance in hiring skilled new immigrants. Three of the employers who participated in various aspects of the consultation were nominated for the Corporate Diversity Excellence in Business - 2013 Platinum Awards with Orion Health chosen as the winner.

The following lists key participating employers in New Westminster:

- 7-Eleven
- Access Gas
- Army & Navy Store
- BlackShires Recruitment Services Inc.
- Blenz Coffee
- Boucher Institute of Naturopathic Medicine
- Justice Institute of BC
- Lowe's Home Improvement
- McDonald's Restaurant
- Nurse Next Door
- Orion Health
- Salvation Army
- Scotiabank
1. Employer Interviews

As indicated above, 21 New Westminster employers were interviewed from July 19th to September 6th. Seven interviews were conducted by phone and 14 were done one-on-one on site or in or near workplaces. The interviews were conducted with business owners, franchisees, store managers, human resources directors and recruitment specialists and lasted from 20 minutes to over 2 hours. The interview was formatted so that questions were sequenced topically, from recruitment through selection, onboarding, integration and finally retention. All of the employers were asked the same questions and in the same order. The employers represented small, medium and large organizations ranging from five to over 2,000 employees. They included four of the largest employers in New Westminster: Douglas College, City of New Westminster, Justice Institute of BC and Starlight Casino. In addition, they covered a broad range of employment sectors including educational services, healthcare, retail, accommodation and food, public administration, finance and insurance, administrative support, utilities and construction. All of the employers interviewed currently employ immigrants and regularly recruit new Canadians to their workforce.

2. Employer Surveys

As mentioned, the online survey component of the consultation process involved 31 employers. The survey was distributed electronically to a wide range of employers drawn from the City of New Westminster’s Top 25 Employers list, the WorkBC Employment Services Centre’s (New Westminster) employer database as well as those of the Skills Connect for Immigrants providers: Douglas College, ISS of BC, Back in Motion, Training Innovations and MOSAIC. The survey was formatted on SurveyMonkey and consisted of 26 questions related to the recruitment, integration and retention of new immigrants. The questions were consistent with those asked in the face-to-face interviews. Employers who participated included 66% from small, 27% from medium and 7% from large businesses. They represented the full spectrum of businesses including healthcare, community service / non-profit, retail, educational services, construction industry, accommodation and food services, professional, scientific and technical services, public administration, finance / insurance and administrative support. The majority of employers surveyed indicated that they currently employ immigrants, with 40% indicating immigrants as an increasing percentage of their workforce. Of the employers surveyed, 93% self-identified as an Equal Opportunity Employer. (See Appendix A: Online Survey)

3. Employer Focus Group

To round out the consultation, we held three focus groups with employers and a fourth with immigrant employment specialists. The organization of the employer focus groups required the recruitment of participants over the summer months, which was particularly challenging and resulted in low participation rates (six employers). Nevertheless, the smaller groups provided participating employers the opportunity to discuss their experience in hiring, integrating and retaining immigrant workers directly with each other and
reflect upon the summary findings from the interviews and online survey. These discussions led to more in-depth exploration of the barriers, gaps and opportunities in services and supports for employers as well as providing suggested recommendations for inclusion in this final report.

The focus group with immigrant employment specialists from New Westminster was hosted by ISSoFBC and was designed to solicit feedback regarding issues they had encountered supporting employers with recruitment, integration and retention of new immigrant workers. The participants reflected the full spectrum of immigrant employment programming. These included programs supporting immigrants with limited skills, low education and limited English language proficiency; highly educated, well-qualified and skilled immigrants; immigrants interested in trades including apprenticeships; and immigrant entrepreneurs. This group was able to identify barriers that immigrants face attaching to the labour market, and suggested recommendations related to the enhancement of immigrant employment programming and supports, as well as how to improve relationships with employers and their associations.

CONSULTATION FINDINGS AND RECOMMENDATIONS

The consultation process was designed to ensure that participating employers represented all sectors of the New Westminster labour market as well as their different size and scope of business activities. Particular attention was placed on ensuring that the largest employers were consulted as well as employers from the significant growth areas in the local economy (e.g. education, retail). The consultation process involved small businesses, franchises, unionized companies, public institutions, not-for-profit organizations, educational institutions, and large and small retail outlets; with employees numbering from as few as five up to over 2,000. Smaller employers were better able to estimate what percentage of their current employees were immigrants, whereas larger employers indicated that they did not collect demographic information on their employees, including immigrant status. However, it should be noted that over 40% of businesses reported that the percentage of new immigrant staff was increasing every year.

The consultation process followed the themes and structure of an Employer Interview Guide, which was specifically designed to help employers identify specific barriers, gaps, opportunities, and promising practices related to the recruitment, integration, and retention of new immigrants in their workplaces. Four consultation themes were thereby introduced, with employers asked to reflect on their experience and perspective and consider how each theme affected their ability to integrate new immigrants into the workplace.

The following is a four-part summary of findings from the consultation based on the core themes of recruitment, selection, integration and retention of new immigrant employees. Each summary section includes an easy-to-scan data graph plus a list of Recommendations to help employers to build on or introduce the best practices identified in the findings. Some additional recommendations specifically targeted at stakeholder organizations have also been included.
1. Recruitment of New Immigrants

The employers reported uploading very few job postings on government-funded job search websites. Most indicated that they posted job openings on their own websites (62%) or other online job posting sites such as Craigslist (52%), Monster, Indeed, and Workopolis. They also made use of newspaper advertising, industry specific websites, post-secondary postings, and encouraged current employees to share the job openings with friends and family. Of those employers who completed the online survey, 62% found employee networks to be particularly effective as a successful recruitment tool, as highlighted by strong networks within specific ethnic groups (e.g. South Asian). A number of employers interviewed also indicated that they were looking to recruit new employees living within the local community and therefore “closer to home” to reduce commuting issues and its impact on lateness and absenteeism. Interestingly, 88% of respondents of the survey did not use multi-cultural / multi-linguistic print media to advertise employment vacancies. This was also indicated in employer responses, both in the face-to-face interviews and employer focus groups.

Some of the companies interviewed had used immigrant-serving agencies to recruit staff. However, more than half of the companies (55%) reported being unaware of the existence of immigrant serving organizations and resources such as the Provincial Nominee Program, the BC International Qualifications Program, Skills Connect for Immigrants Programs, the BC Settlement and Adaptation Program, and the JobOptions BC Program for Immigrants. The resource most familiar to local employers was the New Westminster WorkBC Employment Services Center (24%), though it is noteworthy that well less than half of the employers were aware of its existence. Most respondents in the interviews and focus groups indicated that they would like to know more about immigrant serving organizations and the programs designed to assist in the recruitment, integration and retention of new immigrant employees as well as providing settlement supports, specifically language training and accent reduction services. Employers interviewed face-to-face and attending the focus groups were provided with a folder of brochures of New Westminster-based employment programs which they found extremely helpful but indicated it would be better to have it as a one-page list of all programs and services. One employer in a follow-up meeting indicated that they had used the resources provided in the folder to recruit a new hire from one of the employment programs identified.
When it comes to interviewing new immigrants, employers uniformly indicated that the interview process used was the same as the one used for Canadian born candidates. However, most indicated that new immigrant candidates sometimes had difficulty in comprehending questions and articulating responses. Employers utilized the following strategies to address language barriers: re-wording questions into simpler English (67%), explaining concepts and expressions, asking for clarification when answers are off-base, allowing more time for both answers and the interview itself (59%), as well as speaking slower in general.

Some employers indicated that they are required to follow corporate interview guidelines and established protocols for interview questions, which provides limited opportunity to adjust the interview process. Furthermore, 26% of survey respondents made no accommodations for immigrants in the interview process. A few employers noted they spend extra time explaining the hiring process so the candidate is aware of how interviews take place in Canada. A number of the employer guides supporting the hiring process of immigrants clearly recommend outlining the interview process to new Canadians to support more successful interviews. Some cultural issues were described where interviewees brought family members to the interview, or presented themselves as being either timid or over-confident. There was a general consensus among employers interviewed that a “How To” sheet for interviewing immigrants would assist them in conducting more accommodating interviews.
Recruitment Recommendations

In general, recruitment-friendly resources already exist but are not getting into the hands of newcomers and employers as readily as they should. Key recommendations to close this gap include the following:

1. **Interview guidebook for newcomers.** As a major employment services hub for all residents including immigrants, the WorkBC Centre in New Westminster should consider developing an interview guide for new immigrants, including easily understood “How To” tip sheets, to better prepare immigrants to be successful in the interview process. Some common themes include Canadian workplace expectations, How to prepare for the interview, Responding to interview questions, Highlighting international experience as transferable skills, etc.

2. **On-line job boards.** Employers across New Westminster need to know about the free, government funded websites www.jobbank.gc.ca (Federal) and www.workbc.ca (Provincial). To promote these resources, a broadcast email could be sent to the membership of the Chamber of Commerce and the Downtown New Westminster Business Improvement Association (BIA).

3. **Ethnic press.** New Westminster employers need to be encouraged to place job postings via multi-cultural and multi-lingual media (newspapers, radio). Employers could be provided with a list of suggested media outlets.

4. **Local employment service programs.** Employer awareness of local community based employment programs that could support them in hiring new immigrants needs to be raised. A one-page listing of local employment programs and services (including WorkBC Centre – New Westminster, Skills Connect for Immigrants Program, New Westminster Older Workers Program, JobOptions for Immigrants Program, STEP Program, JobMatch Program) could be developed and distributed to all New Westminster employers.

5. **Settlement and language support.** The availability of community-based immigrant support services, including English Language Services for Adults (ELSA), accent reduction, and settlement services need to be more widely marketed to New Westminster employers. The benefits to recruitment would be indirect but significant, potentially increasing employer’s willingness to hire newcomers by easing the process of integrating and retaining such employees.

6. **Newcomer workplace experience.** A willingness to host newcomers seeking volunteer and internship opportunities could help New Westminster employers expand their sources for recruitment. Further efforts to educate employers about local services able to facilitate such opportunities (e.g., WorkBC, Skills Connect, Co-op Programs), would benefit both immigrant job seekers and employers alike.

7. **Stakeholders’ employment committee.** To facilitate the dissemination of these and other recommendations, a New West WINS Employment Services Committee could be established. Membership would include representatives from all of the employment programs operating in New Westminster as well as the New Westminster Chamber of Commerce and Downtown New Westminster BIA. The Chamber of Commerce and the New Westminster WorkBC Employment Services Centre could initiate this Committee under WorkBC Centre’s Community and Employer Partnership Plan. Such a Committee would be able to:
   a. Coordinate joint marketing of employment programs and services for various New Westminster employers; share employer databases; and work with employers to access training supports to transition new immigrants into employment opportunities.
   b. Tap into the Chamber’s & BIA’s employer membership lists to facilitate the transitioning of employees downsized into other similar roles with other employers in New Westminster.
   c. Develop strategies to support better integration of new immigrants into the New Westminster labour market.
2. Selection of New Immigrants

Employers have found the process of verifying credentials for immigrants to take longer because it is hard to contact people overseas due to time zone and language differences. Some employers solve this by doing their reference check via email; others will not accept overseas references; and some employers skip over candidates who do not provide local references. One employer has solved the reference language issue by requesting current employees who speak the same language as the reference to verify experience and credentials. Another conducted what is called an on-the-job evaluation (OJE), which allows them to verify the candidate’s abilities to work in a Canadian work environment. This is often used when international references are not available.

Canadian experience was not required by all of the employers participating in the consultation. Key factors were whether the occupation was regulated or not, and the seniority level of the position. Regulated occupations such as health care, education, trades, and gaming may require Canadian work experience, with that likelihood increasing with more senior positions. Most employers cited proficiency in English language, possessing the proper certifications and licenses, having a strong work ethic, and a positive attitude to be the most important qualities sought in all candidates. However, more advanced positions necessitated greater Canadian work experience, stronger English language skills, as well as networking connections in the labour market. Ultimately, interpersonal fit in a team setting was deemed the most important factor in determining the final selection of new hires. In the survey, 52% of the employers recognized international work experience as equivalent to Canadian work experience. However, if candidates were equal in qualifications and experience, only 19% would give preference to hiring new immigrants to meet business needs.

Selection Recommendations

In general, the interview and survey results point to the importance of encouraging employers making hiring decisions to be aware of the changing cultural diversity of the surrounding community and consider hiring candidates that reflect that cultural diversity.

More specifically, the following recommendations can be made:

1. **Reference check: external resources.** Inform employers about resources available to help them check references internationally, including the BC Internationally Trained Professionals Network, and the Foreign Credential Recognition Program

2. **Reference check: in-house.** Encourage employers to consider hosting a 1-800 /1-888 number so that international references may return phone calls for reference checks free of charge. Likewise, employers could be encouraged to overcome any language barriers by utilizing multi-lingual staff as a resource for checking references (and credentials) of immigrant candidates when these are presented in different languages

3. **Onsite English training.** ELSA service providers could market their services directly to employers as a resource to improve the English language proficiency of new immigrant hires. ELSA and accent reduction classes could be delivered in the workplace over the lunch hour and after work to make it more convenient for employers and employees

4. **Onsite evaluation.** Promote the use of on the job evaluations (OJE) as a way of providing employers with an alternative avenue to assess the competencies of new immigrant candidates without Canadian work experience
5. **Newcomer specialists.** Employers should be encouraged to hire human resources specialists from immigrant backgrounds who are familiar with: networks for immigrant recruitment (e.g. religious and cultural organizations); barriers immigrants face with the hiring process, and awareness of community supports for both employers and immigrants

3. **Integration of New Immigrants into the Workplace**

All employers reported using standardized training processes for all their new employees including immigrants. Some employers surveyed indicated that in their onboarding process for immigrant hires they utilize specific supports including explanation of Canadian workplace expectations (67%). Most employers reported that the onboarding process took more time with immigrants, largely due to language issues. Specifically, they indicated that terminology and idiomatic Canadian expressions are often difficult for new immigrants to grasp. Most employers in the survey indicated that they do not make special accommodations for immigrants; however, some employers indicate they are providing information about resources to connect them with ESL training (8%). This was also reflected by the employer responses during the interviews and focus groups. The survey also highlighted that only 12% of employers provide multi-lingual orientation guides to new immigrant hires.

![Survey Results Table](image)

Most of the employers indicate they are providing in-house training workshops for all employees but only two employers interviewed reported having cultural awareness and competency workshops to assist current employees to work more effectively with new immigrant hires. One employer included the viewing of a customer service awareness video from the “Service Impact Series,” making staff aware of cultural differences, and encouraging them to speak slowly and confirming understanding when interacting with immigrants. Another employer provided new immigrant employees with an onboarding kit including resources related to housing, banking, education, recreation and settlement services.

Regarding language issues, employers suggested numerous solutions they have tried including making eye contact, asking immigrants to repeat what they’ve heard to ensure understanding, as well as using visuals to lay out workplace processes. One employer suggested a one-pager of Canadian expressions and their meanings would be helpful for new immigrants. Another employer reported a new immigrant staff member joined a Toastmasters group to practice their English language skills, while another reported experiencing difficulty with a staff of a particular culture fitting in. That employer consulted with an immigrant service agency to come up with possible solutions.
A majority of employers interviewed felt it is very important or essential for their businesses to reflect the cultural diversity of the community in which they operate and this was supported by 60% of those surveyed. This includes the hiring of immigrants to reflect the cultural diversity of the communities in which their business operates. In addition, a majority of employers indicated that the promotion of immigrants into leadership positions inspired other immigrant employees to pursue professional development to advance their careers (54%). Some find that a culturally diverse workplace introduces new ideas and practices that are effective in supporting business evolution.

One employer stated that combined, their staff team spoke up to 26 different languages, benefiting their customers and increasing their competitive advantage in the marketplace. A number of employers reported they had to make a policy of only speaking English in the workplace to ensure that other staff did not feel excluded from conversations. Yet another hired a Chinese-speaking team of workers to help bridge the gap between their Chinese-speaking customers, resulting in stronger sales. Some reported accents can be difficult for customers to understand over the phone and calls may have to be rerouted to another staff that speaks the customer’s language. To accommodate this, the employer established a staff list on the company intranet listing the languages spoken by each staff member to support the appropriate re-routing of calls.

Most employers (76%) involved in the consultation characterized their workplace as welcoming and inclusive to all employees, including immigrants, with 24% indicating a need for improvement. Those that felt their workplaces were welcoming and inclusive indicated that this was due to workplace practices that encouraged cooperation and a respectful work environment. A number of employers went out of their way to help new immigrants by providing them with brochures outlining community resources, showing them around town, providing accommodations for the first week, helping them negotiate housing, assisting them in setting up Canadian banking and orienting them to the transit system. Many employers reported organizing staff potlucks (48%), where each employee brings traditional food from their culture, noting this to be useful in promoting a multicultural workplace as well as a successful and enjoyable way to build cohesion within the staff team.
The survey reflected that 48% of respondents felt that using a buddy system to orient new immigrant employees was important. One employer reported using a buddy system, pairing immigrant employees with another staff member that speaks the same language. Other integration strategies included job shadowing (40%), cultural sensitivity training (36%), and team building workshops for multi-cultural workplaces (24%).

Employers utilize a wide range of strategies related to work-life balance that have particular benefits for new immigrant employees. As indicated in the response summary below, 56% of employers offer time off for religious holidays and cultural observances. However, most employers reported that new immigrants do not request time off for these reasons; although, if they are requested they can usually be accommodated as would any other staff who requests time off or flexible hours. One employer went as far as to provide a room for staff to have prayers, and another keeps a multi-faith calendar for reference when creating staff schedules. Some other techniques for creating a welcoming workplace reported by employers included emails to staff regarding cultural celebration activities in the community as well as imagery in the workplace designed to reflect diversity. A number of employers have designated their worksites as a “Safe Harbour” and organized Safe Harbour diversity training for all staff. 70% of employers surveyed indicated that businesses should be recognized for being welcoming and inclusive for new immigrants.
**Integration Recommendations:**

A number of leading and promising practices have been identified through the consultation, which could aid in the orientation and integration of new immigrant hires. From these, the following recommendations have been developed.

1. **Onboarding guidebook.** Suggest the broad distribution to New Westminster employers of the BC-developed *Orientation, Retention and Promotion – A Guide for Building Welcoming and Inclusive Workplaces*. This guide outlines a wide-range of strategies related to onboarding new immigrant employees, including tips on how to prepare the current workforce.

2. **Local English resources.** Provide employers with a list of English-language training and accent reduction programs available in New Westminster. Also, work closely with immigrant serving organizations to develop and distribute concise, one-page handouts to assist new immigrants in understanding standard Canadian workplace expressions.

3. **In-house language experts.** Encourage employers to maintain a staff list which indicates the languages spoken by each employee as a potential resource during the orientation of new hires.

4. **Orientation kit.** Develop an orientation kit specifically designed to assist in orienting new immigrant hires to the community of New Westminster – including access to a full range of support resources such as housing, banking, recreation, shopping, and education.

5. **Buddy system.** Encourage employers to develop a ‘buddy system’ for the onboarding of new immigrant hires. This could include employees from the same cultural or linguistic background providing job shadowing opportunities, as well as facilitating cultural diversity training.

6. **Safe Harbour.** Promote Safe Harbour program with employers across New Westminster following the example of VanCity who has done it across the Lower Mainland. This could be also be supported by developing an employer tip-sheet on how to make workplaces more welcoming and inclusive to new immigrants (e.g. cultural artwork, prayer area, multi-faith calendar, culturally diverse music, cultural potlucks).

7. **Work-life balance.** Encourage employers to develop strategies related to a healthy work-life balance within the business including immigrant specific activities (e.g. flexible hours to address religious events and holidays, family days for child and elder care).

### 4. Retention and Supervision of New Immigrants

All employers involved in the consultation stated that they have human resources policies in place for all staff to follow, but few surveyed indicated that their policies have been adapted specifically for new immigrant hires (84%). Larger institutions, particularly those with federal government contracts, are required to have diversity and equal opportunity policies in place. Generally, human resource policies focus on being inclusive and valuing all people, making it unnecessary to adapt for a particular group of employees. Some employers specified having procedures in place for hiring internationally trained professionals (28%), indicated they have equity hiring policies and identified themselves as an equal opportunity employer (93%). The supervision of new hires was reported as being uniform regardless of nationality; although, some employers report having to spend more supervisory time with new immigrants and address performance issues on a case-by-case basis.
Some employers have extended training available for new immigrant hires, and utilize additional resources to support their integration into the work environment, including the use of encouragement cards. All employers involved in the consultation reported that promotion is based on performance and merit. Promotion and career advancement policies are the same for all employees, and this is usually explained in the orientation process. One employer has employees fill in an employee opinion survey to allow for comments on leadership and promotion opportunities as a way of stimulating discussion on how to advance within the company. Compensation and benefit programs are also executed in the same manner for all employees. Unionized employers also indicated that they are additionally required to follow what is outlined in their collective agreements.

**Retention Recommendations:**

1. **Outreach initiatives.** Encourage employers to publicly designate themselves as equal opportunity employers by including such references on their website and in job postings. This could include photos on the websites reflecting the ethnic diversity of the workforce, and reporting attendance at community cultural events.

2. **Self-assessments.** Encourage employers to undertake Welcoming Workplace Assessments of their own organizations including a review of their policies and procedures related to human resources. This initiative would benefit not only retention efforts but also those related to immigrant recruitment and promotion as well.

3. **Communicating expectations.** Encourage employers to reach out to immigrant staff to ensure clear understanding of the company’s promotion processes and expectations, as some cultures have a different perspective on promotion (e.g. tenure vs. competency-based promotion)

4. **Leadership upgrade.** Provide immigrant employees with professional development training specifically related to leadership skills

5. **HR training.** Encourage employers to seek human resources training specifically related to the recruitment, selection, integration and retention of new immigrant talent
ADDITIONAL RECOMMENDATIONS FOR CONSIDERATION

The following are additional recommendations specifically identified for the stakeholders named:

1. The Chamber of Commerce (the Chamber) and the Downtown New Westminster Business Improvement Association (the Downtown BIA) should consider establishing a portal on their websites directing employers to employment programs supporting the hiring of new immigrants. The City of New Westminster (the City) is already doing this

2. The Chamber, the City and the Downtown BIA should consider using their own websites to disseminate resources that would assist employers in the integration of new immigrants (the Immigrant Employment Council of BC website provides a model on how to do this)

3. The Chamber and the Downtown BIA should consider applying for an IECBC Employer Innovation Fund grant to develop an employer-training program designed to provide them with customized training related to recruitment, integration and retention of new immigrant employees

4. The WIN Employer Advisory Committee should include small and medium sized businesses to ensure that their particular issues are addressed

5. New West WINS should consider having two categories in their Platinum Award for Corporate Diversity, one for large and one for small and medium sized businesses.

6. The Employment Services programs and/or another stakeholder group should consider developing tip sheets for employers interviewing immigrants to ensure that key questions are asked such as, “are you eligible to work in Canada.”

7. The Employment Services programs and/or another stakeholder group should consider developing an immigrant employee onboarding kit specifically tailored to the community of New Westminster – including information on how to find housing, how to open a bank account, where to access education, health and recreation services as well as community supports (such as settlement services) for new immigrants

8. Both the Federal and Provincial governments should consider promoting their respective job posting services more broadly to employers.

9. Both the federal and provincial governments should consider providing more programming specifically targeted at supporting employers to hire new immigrants.

10. Both the federal and provincial governments should consider providing additional supports to employers regarding the verification and recognition of foreign credentials and references.

11. English language and accent reduction training organizations should provide classes in the community and offer outreach programming to employers in their workplaces (e.g., classes schedule during times convenient to the employer and the workplace, such as during lunch and after work).

SECTION 2: SUMMARY OF KNOWLEDGE DEVELOPMENT – ASSESSMENT

This section of the report outlines the work completed by the MOSAIC consultant related to the development and testing of the WIN Employer Workplaces Assessment Tool. This aspect of the New Westminster WIN Action Plan was designed to conduct six audits or organizational reviews of select New Westminster employers including two smaller businesses, two larger businesses, one public institution and one community based agency. The objective of this component of the Inclusive Workplaces Initiative was to identify effective employer resources that could be used along with the Employer Workplaces Assessment Tool to assist employers in developing more welcoming and inclusive workplaces. Along with the interviews and survey of New Westminster employers, these assessments have assisted in the identification of promising practices related to recruitment, hiring, integration, supervision and retention of new immigrants that have the potential for application by other employers.
DEVELOPING THE EMPLOYER WORKPLACES ASSESSMENT TOOL

The consultant, in collaboration with staff from MOSAIC and the Douglas College Skills Connect Program for Immigrants developed an Employer Workplaces Assessment Tool through a review of a wide range of employer resources specifically focused on developing welcoming and inclusive workplaces. These included various toolkits and guides developed by a number of organizations, including the BC Human Resources Management Association (HRMA), the Atlantic Population Table, SPARC of BC, the Maytree Foundation, Ottawa Chamber of Commerce as well as DiverseCity Community Resources Society and PEERS Employment and Education Resources.

The Tool was specifically designed to assist employers in self-evaluating both their organizational commitment and status related to the implementation of strategies and practices designed to develop welcoming and inclusive workplaces. The resource was identified as an assessment tool as opposed to an audit tool to make it less intrusive for employers. In addition, the Tool was designed to be self-administered and utilized a rating system designed to identifying the stage of organizational preparedness associated with each question. The questions were structured to assist employers to evaluate the following business practices as they pertain to the inclusion and welcoming of new immigrants to the workplace:

1. Organizational Commitment
2. Recruitment and Hiring
3. Integration Strategies
4. Retention Strategies
5. Community Connections

The Tool includes an introduction, along with instructions on how to complete the assessment. It references six “key employer supporting documents” identified in the last column and referenced at the end of the Tool with hyperlinks to the supporting documents.

IDENTIFYING EMPLOYERS FOR ASSESSMENT

The Action Plan for Inclusive Workplaces called for conducting six audits, or organizational reviews, of select employers, including two smaller businesses, two larger businesses, one public institution and one community-based agency. After having completed the employer consultation process, we decided to add an additional medium sized business and identified the following seven employers that met the above criteria and who indicated an interest in participating in the assessment process.

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<td>Blenz Coffee - New Westminster Franchise</td>
<td>Small Business</td>
</tr>
<tr>
<td>Nurse Next Door - New Westminster Franchise</td>
<td>Small Business</td>
</tr>
<tr>
<td>Orion Health</td>
<td>Medium Business</td>
</tr>
<tr>
<td>Dye and Durham</td>
<td>Larger Business</td>
</tr>
<tr>
<td>Starlight Casino</td>
<td>Larger Business</td>
</tr>
<tr>
<td>Douglas College</td>
<td>Public Institution</td>
</tr>
<tr>
<td>Fraserside Community Services Society</td>
<td>Community-Based Agency</td>
</tr>
</tbody>
</table>
CONDUCTING THE ASSESSMENTS

Although initially designed as an Employer Workplaces Assessment Tool to be distributed to employers electronically and be independently completed, it was decided that for the purpose of this pilot, the Tool would also be utilized via face-to-face as well as through online distribution. The face-to-face interviews provided the consultant the opportunity to introduce employers to the Employer Workplaces Assessment Tool and explain the utilization of its various features. As a result, we completed five assessments face-to-face, guiding the employer through each question and demonstrating the cross-referencing to the supporting resources. For this purpose, we developed a resource binder that included hard-copies of the resources and demonstrated how it could be used to find examples of innovative strategies developed by other employers from across the country related to recruitment, hiring, integration and retention of new immigrant employees. Each face-to-face meeting lasted approximately an hour and provided an opportunity to obtain feedback from employers on both the Tool as well as the supporting resources. For those employers who utilized the online version of the Tool, we requested their feedback and provided them with a resource binder after they submitted their response.

The face-to-face interviews provided an opportunity to ask clarifying questions to assist the employers in rating themselves and more freely discuss with them ideas on how to modify the Tool. It was through these interviews that we were able to gather more examples on promising practices as well as information on planned initiatives for creating more welcoming and inclusive workplaces. A number of employers (Douglas College and Orion Health) indicated that the Tool and the accompanying resources would be utilized in their strategic planning around enhancing cultural diversity in their workplaces and Fraserside indicated that they would pass on the resources to their internal advisory committee of diversity. The Human Resources Manager from Dye & Durham noted that she had utilized the recruiting resources provided in the folder distributed in the first interview to hire a new employee. In addition it should be noted, that a number of employers indicated that as a result of their involvement in the WINS Employer Consultation, they would be initiating various workplace strategies to better prepare themselves to apply for cultural diversity awards in the future.

RECOMMENDATIONS FOR EMPLOYER WORKPLACES ASSESSMENT TOOL

Through conducting the assessments with employers, it was clear that more information should have been collected under the employer identification category, including information pertaining to the size of the business, the type of business and the position held by the respondent (e.g. owner, human resource director etc.). In the WINS Employer Resources section, we should have included identifiers for the last two supporting resources (Allies and Ottawa Chamber of Commerce). Under the Integration Strategies section, there was no identified supporting document for the first question and therefore examples need to be provided to support employers identifying strategies. With regards to the Retentions Strategies section, there was a suggestion to either eliminate or reword the question regarding cultural diversity as a consideration with regards to promotion or advancement, as it challenges most organizations commitment to a merit based advancement policy. Overall, some respondents suggested that an additional response column be added to include a “not applicable” option in the Tool, as in some cases, policies or particular circumstances (union agreements), prevented them from providing a response. It was also suggested that there be a section pertaining to identification of promising or leading practices that could be used to share with other employers or for the development of a case for a diversity award nomination.
In response to these recommendations, we have revised the WINS Employer Workplaces Assessment Tool to incorporate the suggested changes. (See Appendix B: Employer Workplaces Assessment Tool)

IDENTIFIED PROMISING PRACTICES
The employer consultation and assessment process resulted in the outlining of various themes related to the recruitment and selection, integration, retention and succession planning of integrating new immigrants into the workplace. This process led to the identification of a number of promising practices by employers. Through sharing these promising practices with employers across New Westminster, we hope that other businesses will be motivated to adopt and implement them to make their workplaces more welcoming and inclusive for new immigrants.

RECRUITMENT AND SELECTION OF NEW IMMIGRANTS
The recruitment and selection of new immigrants is increasingly necessary for employers to address skills shortages and tap into a source of experienced and educated immigrant employees. However they are often challenged on how to implement culturally sensitive recruitment, screening and selection processes. The following represents some of the promising practices utilized by New Westminster employers (as indicated in parentheses) to support the recruitment and selection of new immigrants:

- Maintain contact with immigrant specific employment services that market skilled immigrant workers (Orion Health)
- Develop guidelines for adjusting the interview process – specific questions, adjusting questions, visual aids (Orion Health)
- Introduce Canadian expressions during the onboarding process – one-pager for new immigrant employees (Orion Health; Dye and Durham)
- Educational and experience, both international and Canadian, are recognized in basic pay scales (JIBC)
- Recognize Canadian and international experience equally (Fraser Pile and Dredge, McDonalds, City of NW)
- Equal Opportunity Employer - also advertised on website and job postings (Starbucks, McDonalds, City of NW)
- Employer ‘gives immigrant candidates a chance’ when experience is minimal as this could serve as a ‘first time employment opportunity’ (Army & Navy)
- Implement a 5 year strategic plan; one goal is to internationalize staff members to reflect student populations and re-write HR policies to support the hiring of immigrants (Douglas College)
- Have immigrant staff members in supervisor positions conduct the interviews to ensure understanding and suitability for the workplace (Blenz)
- Focus on the work ethic, so long as candidates are verifiably qualified (Blenz)
- When calling overseas to check international references, use existing employers from language bank to help (City of NW)
- Implement a new Equity Program - adapt the recruitment, integration and retention process to suit new immigrants (JIBC)
INTEGRATION OF NEW IMMIGRANTS INTO THE WORKPLACE

The integration of new immigrants into the workplace is often presented as a challenge for employers instead of a unique opportunity to develop a more vibrant, culturally rich and productive workplace for all employees. Successful integration of new immigrants requires a welcoming workplace, staff that embrace cultural diversity, open communication, assistance with workplace socialization, opportunities for language and communication skills training, recognition of foreign experience and credentials, multi-cultural activities, accommodating cultural and religious needs, and more.

The following represents some of the promising practices utilized by New Westminster employers promoting the integration of new immigrants into the workplace:

- Provide or arrange accommodation for the first week of employment (Orion Health)
- Give new hires an orientation to the community – community tour, banking and shopping options, the transit system, local educational and recreational services (Orion Health)
- Prepare a kit listing community and settlement resources – one-pager or package (Orion Health)
- Provide employees with in-service workshops – cultural sensitivity training (Orion Health)
- Develop a one pager for Canadian expressions (Dye and Durham)
- Support cultural adaptations to orientation addressed through supervision (Starlight)
- Request staff from various cultures support new hires from same background in adapting to workplace (Starlight)
- Assist overseas employees with finding housing (Fraser Pile and Dredge)
- Implement buddy system and visual-based training (Salvation Army)
- Well designed and organized training programs – 2 day orientation, 2 days on the floor (McDonalds Restaurantts)

SUPERVISION OF NEW IMMIGRANTS

The supervision of new immigrants involves various components including cultural sensitivity to communication in the workplace, support in credential recognition, language training and accent reduction training, clarifying Canadian employer expectations of supervision, diversity training for all staff, recognition of foreign work experience, using mentors and buddy systems, acknowledgement of leadership potential, clarification of Canadian workplace standards related to promotion and advancement, and more.

The following represents some of the promising practices utilized by New Westminster employers pertaining to supervision of new immigrants:

- Adjust HR Policy – ‘Procedures Related to Internationally Trained Professionals’ (Orion Health)
- Cross-cultural in-house training workshop to improve staff awareness of cultural differences, language barriers and appropriate response – speaking slower, confirming understanding (Access Gas)
- Prepare an internal staff list identifying languages spoken by employees (Dye and Durham)
- Identify languages spoken by employees on public websites so customers know they can receive service in their first-language (Dye and Durham)
• Provide free training for supervisors and managers on how to handle a multi-cultural workforce (Salvation Army)
• Instill awareness of how important diversity is among the management team (McDonalds)
• Maintain an employee language bank for use with client/customer service (City of NW)

RETENTION OF NEW IMMIGRANTS
The retention of new immigrants in the workplace involves opportunities for advancement, testing for leadership capacity, providing opportunities for demonstrated leadership, career planning supports, training and professional development opportunities, promoting immigrants to leadership positions, clarity in succession planning expectations, clarification of Canadian workplace standards related to promotion and advancement, fair compensation and benefits, work-life balance, and more. The following represents some of the promising practices utilized by New Westminster employers pertaining to retention of new immigrants:

• Organization of ethnic potluck lunches (Lowe’s)
• Value statement describing the workplace as diverse and inclusive – staff pledge to abide by these values (Lowe’s)
• Designation of library and city hall as ‘Safe Harbour’ sites (City of NW)
• Implementation of ‘Safe Harbour’ training for all staff (City of NW)
• Monthly free training offered by company – staff are paid to attend (Blenz)
• Accommodation for religious practices/icons – head scarves, turbans, etc. (McDonalds)
• Religious days, potluck lunches (Army Navy)
• Access to special leaves for religious holidays (Douglas College)
• Attendance by employees of free ESL classes through the college – access to professional development funds for additional training (Douglas College)
• Provision of prayer room – request driven (JIBC)
• Employee assistance program available in multiple languages (Starlight)
• Language-teams established to attend to the needs of non-native English speaking clients and customers (Access Gas)
• Allocated funds for additional training per employee per year (Orion Health)
• Recommend compensation be provided at a scale closer to a living wage rather than the minimum wage which discourages those trying to support a family (Salvation Army)
• Develop goals and a rating scale to determine progress on making workplace more welcoming and inclusive (Orion Health)

SUPPORTING NEW IMMIGRANTS IN CAREER AND SUCCESSION PLANNING
Supporting new immigrants in career and succession planning includes open communication, access to career planning and professional development opportunities, professional training programs, clear expectations of continuous learning, innovative work practices including utilization of informational technology, access to career assessment tools, mentoring for leadership, cross-training opportunities, credential upgrading, and more.
The following indicates the one promising practice utilized by the named New Westminster employer pertaining to supporting new immigrants in career and succession planning:

- Promote immigrants into supervisory positions – two individuals promoted on merit (Dye and Durham)

**CONCLUSIONS FROM INCLUSIVE WORKPLACES INITIATIVE**

The consultation and assessment initiatives with employers in New Westminster has provided New West WINS with a wide range of recommendations to support the development of strategies for employers to improve the recruitment, selection, integration and retention of new immigrants in the New Westminster labour market. In addition, it has provided many examples of promising practices from New Westminster employers that can be easily replicated across the community. Furthermore, the recommendations include ideas on how employer organizations can disseminate information and resources to local employers to support the integration of new immigrants into their workplaces.

It is clear from the consultation and workplace assessment findings that larger employers are better prepared through their human resources departments to be able to identify and implement strategies, policies and practices associated with the recruitment, selection, integration and retention of new immigrants. Emphasis needs to be placed on supporting small and medium sized businesses as they are more likely to benefit from initiatives related to developing welcoming and inclusive workplace strategies.

Employers should be encouraged to improve their understanding of the barriers that immigrants face in integrating into Canadian communities and the labour market, so that they can more effectively tap into this unique source of potential candidates. This requires the development of a dialogue between employers and new immigrants to promote mutual awareness of both the immigrant’s perspective on integration challenges, as well as the employer’s expectations in the Canadian workplace. From this dialogue, employers could work collaboratively to incorporate strategies to work with new immigrants more effectively and assist them in integrating in the community and the workplace. New West WINS can play a leading role in organizing and facilitating a dialogue between employers and new immigrants in the community as the next step in the process to engage the immigrant talent pool and address the long term and immediate skills and labour shortages facing employers in New Westminster.
### Employer Survey - Introduction to the New Westminster WINS Project

New West WINS is a collaborative effort of community stakeholders led by the City of New Westminster which involves over 25 organizations committed to:

- Increasing awareness of the needs, opportunities and contributions of new immigrants
- Building intercultural relations and mutual trust
- Creating more welcoming public spaces
- Enhancing recruitment, hiring and retention practices of employers related to new immigrants
- Increasing capacity to support the integration of new immigrants in organizations and workplaces
- Reducing systemic barriers to organizational inclusion and employment for new immigrants

To enhance recruitment, hiring and retention practices of employers, New West WINS is conducting this consultation to support the development of welcoming and inclusive workplaces in New Westminster. Based on your experience and perspective we would like you to identify particular barriers, gaps, opportunities as well as promising practices related to the recruitment, integration and retention of new immigrants in your business.

The intention of the consultation is to identify promising practices for inclusion in “An Employer’s Guide for Welcoming and Inclusive Workplaces for New Immigrants in New Westminster”. The Guide would identify promising practices related to recruitment and selection, supervision, retention and succession planning as a means to support other employers to incorporate these practices into their workplaces.

Please complete this online survey or the one provided in hard copy format, which we will arrange to pick up from your office. Employers who participate in the project will be acknowledged in the final report for their contribution to this important community initiative, and will also receive a toolkit of resources to assist in the recruitment, integration and retention of new immigrant workers.
APPENDIX A – ONLINE SURVEY

Your Business Profile

Answer the following questions according to your business characteristics.

1. Which of the following describes your type of business?
   - [ ] Health
   - [ ] Manufacturing
   - [ ] Transportation
   - [ ] Education
   - [ ] Retail
   - [ ] Community Service/Non-profit
   - [ ] Hospitality
   - [ ] Financial Services
   - [ ] Professional Services
   - [ ] Industry
   - [ ] Publishing
   - Other (please specify)

2. Which of the following describes the number of employees working at your business?
   - [ ] 1-50
   - [ ] 50-100
   - [ ] 100-200
   - [ ] 200-500
   - [ ] 500+

3. What percentage of your workforce are new immigrants (in Canada less than 5 years)?
   - [ ] 0
   - [ ] 1-9
   - [ ] 10-49
   - [ ] 50+

   New Immigrants (in Canada less than 5 years)
   - Other (please specify)

   Other (please specify)
### 4. Is the percentage of new immigrants increasing as an overall percentage of your employees?

- [ ] Same
- [ ] Unknown
- [ ] Increasing
- [ ] Decreasing

### 5. Do you identify as an Equal Opportunity Employer?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

### 6. Which of the following resources are you utilizing to recruit new immigrants?

- [ ] Immigrant-serving organizations
- [ ] Skills Connect for Immigrants Program
- [ ] Job Options Program
- [ ] WorkBC Centre
- [ ] Immigrant Employment Council of BC
- [ ] Not applicable
- [ ] Other (please specify)
## Recruitment Processes

The recruitment of new workers is necessary to address skills shortages and to tap into a source of experienced and well-educated talent including new immigrants. Employers often are unaware of existing employment programming and web-based navigation tools designed to tap into pools of qualified candidates including new immigrants.

### 7. What resources are you utilizing to fill employment vacancies?

- Employee networks (word of mouth)
- www.jobbank.gc.ca
- WorkBC Jobs Board
- Monster.ca
- Craigislist (local)
- Company Website
- Industry Sector Website
- Local Municipal Job Boards
- Other (please specify) [ ]

### 8. Do you use multi-cultural/multi-linguistic print media to advertise employment vacancies?

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<thead>
<tr>
<th></th>
<th>Yes (Please specify)</th>
<th>No</th>
<th>Other (Please specify)</th>
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</table>
Interviewing and Selecting New Immigrant Candidates

The selection of new immigrants can present many challenges for employers. Employers may be uncertain as to how they may implement culturally sensitive screening, interviewing and selection practices that would benefit the hiring of new immigrant talent.

9. Which of the following accommodations does your business make during the interview process specifically for new immigrants?

- Conduct interviews in other languages
- Utilization of translators
- Re-framing questions in simple English
- Providing longer time for responses
- Conduct interviews over phone or video-call (internationally)
- No accommodations made for immigrants
- Other (please specify) [ ]

10. If candidates are equal in qualifications and experience, do you give preference to hiring new immigrants to meet your business needs?

- Yes [ ]
- No [ ]
- Other (please specify) [ ]

11. Do you recognize international work experience as equivalent to Canadian work experience?

- Yes [ ]
- No [ ]
- Other (please specify) [ ]

12. How would you rate the importance of Canadian work experience?

<table>
<thead>
<tr>
<th>Not Important</th>
<th>Moderately Important</th>
<th>Important</th>
<th>Very Important</th>
<th>Essential</th>
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<td>○</td>
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</tbody>
</table>
13. Have you encountered difficulty obtaining international references?

- [ ] Yes
- [ ] No
- [ ] Not Applicable
- [ ] Other (please specify)

14. What methods have you used to obtain international references?

[ ]

15. Have you encountered difficulty with the verification of international credentials and certifications?

- [ ] Yes
- [ ] No
- [ ] Not Applicable
- [ ] Other (please specify)

16. What methods have you used to verify international credentials and certifications?

[ ]
Onboarding and Integration of New Immigrant Employees

Successful on-boarding and integration of new immigrants requires a workplace that has established practices that accommodate the needs of newcomers, embrace cultural diversity in the workplace and meet the unique needs of new immigrant employees.

17. Have you implemented any of the following immigrant-specific on-boarding strategies?
- Providing list of available local community supports/services (i.e. immigrant-serving organizations, YMCA)
- Assistance in securing accommodation, banking information, schools, community orientation etc.
- Multi-language orientation guides
- Explanation of Canadian workplace expectations
- Other (please specify)

18. Have you implemented any of the following immigrant-specific integration strategies?
- Buddying and mentoring strategies
- In-house language and accent reduction training
- Job Shadowing
- Cultural-sensitivity training/workshops (for all staff)
- Team-building workshops for multi-cultural workplaces
- Other (please specify)

19. Have you implemented any of the following strategies to create a welcoming and inclusive workplace?
- Signage in multiple languages
- Images reflecting diverse populations
- Multicultural potluck events
- International calendar
- Map reflecting countries of origin
- Community events board with multicultural activities
- Other (please specify)
Supervision and Retention of New Immigrant Employees

Answer the following questions with reference to your workplace's implemented strategies for new immigrant employee retention.

20. Which of the following strategies have you implemented to ensure new immigrant employee retention?

☐ Equal opportunity for advancement
☐ Equal testing for leadership capacity
☐ Clarification of Canadian promotion expectations
☐ Accommodation of cultural and religious needs
☐ Recognition of international training and experience for promotion
☐ Cross-training opportunities
☐ Mentoring for leadership opportunities
☐ Other (please specify) 

21. How important is it for your workplace to reflect the diverse consumer population of the community?

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<thead>
<tr>
<th>Not important</th>
<th>Moderately important</th>
<th>Important</th>
<th>Very Important</th>
<th>Essential</th>
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Comments (please specify)

22. How important is it for your workplace to have new immigrants in leadership positions?

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<tr>
<th>Not important</th>
<th>Moderately important</th>
<th>Important</th>
<th>Very Important</th>
<th>Essential</th>
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Comments (please specify)

*23. Which of the following strategies does your workplace use to encourage a healthy work-life balance, specifically for new immigrants?

☐ Family care days
☐ Ethnically-themed lunches
☐ Time off for religious holidays
☐ Active living programs (i.e., lunch-time running clubs)
☐ Other (please specify) 

Comments (please specify)
24. Is there anything that one or more of the three levels of government including the City of New Westminster or an employer organization (e.g. the Chamber of Commerce) can do?

25. How would you rate your business as a welcoming and inclusive workplace?

<table>
<thead>
<tr>
<th>Unnecessary</th>
<th>Room for Improvement</th>
<th>Welcoming and Inclusive</th>
<th>Very welcoming and inclusive</th>
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</tbody>
</table>

26. Do you think businesses should be recognized for being welcoming and inclusive for new immigrants?

- [ ] Yes
- [ ] No

Comments (please specify)
New Westminster Welcoming and Inclusive Workplaces Initiative

WINS Employer Workplaces Assessment Tool

New Westminster WINS!
Greetings, and we would like to thank you for participating in the New Westminster WINS initiative. Your support in the employer consultation process is vital and greatly appreciated to ensure our City continues to grow as a community that is welcoming and inclusive of all its members.

Your WINS Employer Assessment Tool
The WINS Employer Assessment Tool provided here is designed to assist employers such as you in evaluating organizational commitment to the development of welcoming and inclusive workplaces. The Assessment Tool will help assess the full range of employment practices, as related to the recruitment, hiring, integration and retention of immigrant employees. The tool also provides the means for employers to evaluate the extent of their community connections and the reciprocal support those resources can provide in developing a welcoming and inclusive workplace.

Your WINS Employer Assessment Tool was developed specifically for the New Westminster WINS initiative by building on best practices demonstrated by similar labour market initiatives across Canada. (An Employer Resources list of those other projects is provided at the end of this document.)

By using the Assessment Tool, you will be able to evaluate the following business practices as they pertain to the inclusion and welcoming of new immigrants to the workplace:

1. Organizational Commitment  
2. Recruitment and Hiring  
3. Integration Strategies
4. Retention Strategies  
5. Community Connections

Completing the Assessment
As an employer, you are asked to consider your policies, practices and procedures and rate the stage of development each has currently achieved. The Assessment Tool will help you identify which areas of your organization have already succeeded in implementing welcoming and inclusive policies and procedures, and which areas are in need of further development. For support with implementing new strategies, the Tool also provides crossed-referenced “Supporting Documents” which link to further resources specifically designed to provide assistance with each of the business practices assessed here.

Please fill in the employer identification section when completing the Assessment. Once completed, kindly return as indicated below.

Thanks again for participating in the New Westminster WINS Initiative!

Warm regards,

[Addressee + contact information]
# APPENDIX B – EMPLOYER WORKPLACES ASSESSMENT TOOL

## EMPLOYER WORKPLACES ASSESSMENT TOOL

### EMPLOYER IDENTIFICATION

<table>
<thead>
<tr>
<th>Employer Name:</th>
<th>Respondent Name:</th>
<th>Position Held:</th>
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</thead>
</table>

### Contact Information:

<table>
<thead>
<tr>
<th>Website:</th>
<th>Number of Employees:</th>
<th>Type of Business:</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Planned</th>
<th>In Progress</th>
<th>In Place</th>
<th>N/A</th>
<th>Supporting Documents</th>
</tr>
</thead>
</table>

### 1. Organizational Commitment

- **Have you developed a policy or included cultural diversity in the development of your mission, vision and/or values statements?**
  - KNOW p. 7
  - Nova p. 1-3
- **Does your company build cultural diversity into its strategic business goals?**
  - HRMA p. 7
  - SPARC BC p. 8
  - Nova Scotia p. 6-7
- **Does your company communicate publically its commitment to inclusion and cultural diversity?**
  - Nova Scotia p. 8
- **Does your company include principles of cultural diversity and inclusion in its policies and practices?**
  - Nova Scotia p. 10
- **Do your management and staff have an understanding of the benefits of a culturally diverse workforce?**
  - KNOW p. 4
- **Are your management and staff aware of cultural stereotypes and prejudices that might impact the workplace?**
  - Nova Scotia p. 21
- **Does your organization have an understanding of the cultural makeup of the communities your company serves?**
  - KNOW p. 8

### 2. Recruitment and Hiring of New Immigrant Workers

- **Does your business advertise using ethnic/multilingual print media?**
  - KNOW p. 4
  - HRMA p. 9
  - Nova Scotia p. 15
- **Does your business recruit from immigrant-specific employment programs/pools?**
  - KNOW p. 4
  - HRMA p. 9
  - Nova Scotia p. 15
- **Does your business screen-in immigrant employee candidates?**
  - HRMA p. 10
  - Nova Scotia p. 17
- **Does your business adjust its interviewing procedures to accommodate immigrants?**
  - HRMA p. 11
  - SPARC BC p. 6
  - Nova Scotia p. 19
- **Does your business utilize foreign reference and credential evaluations?**
  - KNOW p. 4
  - HRMA p. 12
  - Nova Scotia p. 20
- **Are job offers made in plain-language with clear details on expectations and requirements?**
  - KNOW p. 4
  - HRMA p. 13

### 3. Integration Strategies

- **Does your business provide new immigrant employees with information about settling into the community?**
  - Consider a "Welcome to Your Community Kit"
- **Has your business made any adjustments in its orientation of new hires to accommodate immigrants?**
  - KNOW pp. 14-17
  - HRMA – p. 4
- **Does the staff of your organization support the company’s commitment to cultural diversity?**
  - Nova Scotia p. 28
- **Do you provide staff with access to cross-cultural communications training?**
  - KNOW p. 13
- **Do you provide a mentor/sponsor/buddy to ease workplace adjustment for every new immigrant hired?**
  - KNOW pp. 12, 15
- **Do you have a plan to assist new immigrant employees to access language and other training?**
  - KNOW p. 12
  - HRMA p. 14
- **Have you set-up ways to acknowledge and celebrate**
  - KNOW p. 12
**APPENDIX B – EMPLOYER WORKPLACES ASSESSMENT TOOL**

<table>
<thead>
<tr>
<th>Question</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>diversity in the workplace (food, signage, imagery, audio-visual)?</td>
<td>SPARC BC p. 10 Nova Scotia p. 24</td>
</tr>
</tbody>
</table>

### 4. Retention Strategies

<table>
<thead>
<tr>
<th>Question</th>
<th>Source</th>
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</thead>
<tbody>
<tr>
<td>Have you assisted new immigrant employees to develop career plans and next steps for training and professional development?</td>
<td>KNOW p. 19</td>
</tr>
<tr>
<td>Is there a process in place for complaints related to discrimination or harassment?</td>
<td>Nova Scotia p. 34</td>
</tr>
<tr>
<td>Does your business support new immigrant employees in adjusting to the Canadian business culture?</td>
<td>Nova Scotia p. 26</td>
</tr>
<tr>
<td>Do you provide immigrant staff with mentoring for leadership opportunities?</td>
<td>KNOW p. 13</td>
</tr>
<tr>
<td>Is the balance of cultural diversity a consideration with regards to promotion or advancement?</td>
<td>KNOW pp. 12-13</td>
</tr>
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</table>

### 5. Community Connections

<table>
<thead>
<tr>
<th>Question</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have working relations with immigrant-serving community organizations?</td>
<td>SPARC BC pp. 5-6 Nova Scotia p. 39</td>
</tr>
<tr>
<td>Have you reviewed your print and electronic company materials for “plain-language” and to ensure that your culturally diverse staff and customers are visually represented?</td>
<td>KNOW p. 12</td>
</tr>
<tr>
<td>Have you reviewed the cultural diversity-related best practices of other companies?</td>
<td>KNOW p. 7 SPARC BC pp. 4-12</td>
</tr>
<tr>
<td>Have you considered becoming a cultural diversity award winner?</td>
<td>KNOW pp. 12-13</td>
</tr>
<tr>
<td>Have you considered becoming an equal opportunity employer or establishing an employment equity plan?</td>
<td>KNOW p. 7</td>
</tr>
<tr>
<td>Can you identify any leading or promising practices that your business could share with others?</td>
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<td>1.</td>
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<td>2.</td>
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**WINS Employer Resources**

(*) This listing includes items keyed to the “Supporting Documents” column of the Assessment Tool.

- **Hiring and Retaining Skilled Immigrants: A Cultural Competency Toolkit (BC Human Resources Society)**
  **HRMA**

- **Orientation, Retention and Promotion: A Guide for Building Welcoming and Inclusive Workplaces for New Immigrant Workers (DIVERSECity and PEERs, Get in the Know)**
  **KNOW**

- **Welcoming Workplaces: Successful, Diverse and Inclusive (Atlantic Population Table)**
  **Nova Scotia**

- **Welcoming, Inclusive Workplaces in Metro Vancouver: Ideas in Action (Metro Vancouver, SPARC)**
  **SPARC BC**

- **Attracting Retaining and Integrating Skilled Immigrants (Allies, A Maytree Idea)**
  **Allies**

- **Employer’s Guide to Integrating Immigrants into the Workplace (Ottawa Chamber of Commerce)**
  **OCC**

**Welcome to Your Community Kit**