



A Maytree idea
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Perceptions of Employment Barriers and Solutions



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Executive Summary

Project Background

The Perceptions of Employment Barriers and Solutions project, commissioned by Maytree and funded by the Province of Ontario, aims to identify strategies that will facilitate long-term employment for newcomers to Ontario. This project explored the challenges newcomers face in finding and retaining employment and sought to better understand the types of supports that would encourage employers hire newcomers. More specifically, objectives of the study included:

- Determining whether immigrant job seekers and employers have similar or different perceptions regarding the barriers to skills-commensurate employment for immigrants;
- Identifying the stakeholders who immigrants / employers look to for employment solutions;
 - Gathering ideas about program or policy solutions;
 - Producing updated, national information and insights on employer hiring, integration and retention practices, especially regarding recent immigrant employees;
 - Reviewing current resources/toolkits aimed at employers on employing immigrants; and
 - Providing credible findings that can be used to stimulate public discussion about talent recruitment and immigrant employment.

This report highlights the key findings of the Perceptions of Employment Barriers and Solutions project.

Project Methodology

Data were collected from multiple sources to facilitate triangulation of results. Key data collection activities included:

- **KEY INFORMANT INTERVIEWS:** To inform the design of the quantitative survey, 9 interviews were conducted by telephone with key stakeholders in Ontario.
- **NEWCOMER SURVEYS:** A total of 310 surveys were completed with newcomers between October 24, 2014 and December 31, 2014. Completions were obtained through a combination of paper, online and telephone methods, as well as the use of Research Now's Survey

Panel. Selection criteria for newcomers included: being a landed immigrant/permanent resident or protected person or an immigrant who is now a Canadian citizen; having lived in Canada for 10 years or less; having been trained/educated for a skilled occupation (e.g., trade certification, college or university degree); and currently employed (paid or unpaid position) or looking for work or will be looking in near future (e.g. in school/training).

- **EMPLOYER SURVEYS:** A total of 301 surveys were completed online and via telephone with employers between October 24, 2014 and December 31, 2014. Selection criteria for employers included businesses with 20 or more employees that operate and have a physical location in Ontario.
- **FOCUS GROUPS:** To supplement quantitative data, R.A. Malatest & Associates (Malatest) conducted focus groups with employers and newcomers from various regions across Ontario, including London, North Bay, Hamilton, Ottawa and Toronto. Topics discussed during the focus groups were based on key issues identified in the surveys. A total of eleven focus groups (70 participants across all groups) were conducted with employers and newcomers.
- **IDEATION SESSION:** Following the completion of surveys and focus groups, a two hour ideation session was conducted with key stakeholders on January 21, 2015 at Malatest's Toronto office. The ideation session was attended by 20 stakeholders, including representatives of Malatest's research team, Maytree/ALLIES, policy and program advisors from the Province of Ontario and the federal government, representatives from regulated professions in Ontario, post-secondary institutions, immigrant settlement agencies, and representatives from large and medium sized businesses. The session included a presentation of key findings from the study and the extensive discussion of recommendations for policy development related to supporting the employment of newcomers and better supporting employers in hiring newcomers. Recommendations and key findings from the ideation session have been incorporated throughout the Final Report, where applicable, and have been used in the development of overall recommendations for Maytree/ALLIES.
- **LITERATURE REVIEW:** A document and literature review was conducted at different stages of the research process. Research and survey instruments were reviewed to inform the development of the employer and newcomer survey instruments. A more extensive review of material received from the client, literature available through online sources, and Malatest's own research from prior related studies was conducted to support study findings.

The project method was designed to be highly valid; however, some limitations did exist. The most significant limitation is outlined below. Additional challenges are described in the Methodology section of this report:

- **STUDY RESULTS ARE NOT REPRESENTATIVE** of Ontario employers or of the Ontario immigrant population. While all participants met the studies eligibility criteria, it was not possible to obtain random samples of Ontario employers or immigrants. Employers were targeted from industries most likely to hire newcomers. Random dialing of the general population was abandoned for the newcomer survey due to the low incidence rate of reaching eligible participants. Instead, newcomers were contacted through immigrant serving agencies. In addition, the newcomer sample included members of Research Now's online panel. Online panels utilize samples of convenience; respondents opt-in as opposed to being randomly recruited. This sample bias is compounded by the fact that citizens who do not have access to a computer are not given the opportunity to participate. Online panels are not, therefore, representative of the population examined. That being said, all newcomers who participated in this research were screened to ensure they met the criteria established for the study. Their views are, therefore, valid and consistent with the objectives of this study.

An extensive amount of data from quantitative and qualitative sources was collected and data were triangulated. If a finding was supported by multiple pieces of evidence, it was considered reliable evidence on which conclusions could be based.

Key Findings

A total of 72% of the newcomers interviewed for this study reported that *finding employment opportunities in their field* was very or somewhat challenging. Newcomers' difficulty in finding employment in their field is due to the issues described below.

Pre-Arrival Information Gap

A key finding of this study is that newcomers do not have the information they need to successfully integrate into the Ontario labour market before they arrive in Ontario. In fact, many do not realize what information they need until after they have lived in Ontario for a period of time and have struggled to find employment. Immigrant settlement agencies can provide valuable assistance to newcomers by helping them find and navigate the most appropriate pathway to employment¹; however, only a relatively small proportion of newcomers visit immigrant serving agencies. Instead, other research conducted by Malatest

1 Drolet, J., Sampson, T., Burstein, M., Smith, B., Gredling, A., & Pasca, R. (2014). *The Role of Employers in Bridging Newcomers' Absorption and Integration in the Canadian Labour Market: A Knowledge Synthesis Project.*

indicates that newcomers rely on family and friends, cultural/faith institutions and on ethnic institutions for information, and these sources are not always reliable.

Many of the newcomers interviewed for this study stated that they were unaware of how challenging it would be to find employment in Ontario, and that knowing this information pre-arrival would have enabled them to better prepare to face these challenges both financially and emotionally. Newcomers who participated in focus group discussions conducted as part of this research spoke of the heavy emotional toll of searching for a job. Those who were unable to secure an interview for even an entry level position within their field were frustrated that they had not been told, pre-arrival, that finding a job in their field could be long and ultimately unsuccessful. Many expressed frustration that they had not been told during their initial assessment that, although they would be accepted into Canada with their current training and language skills, their lack of Canadian work experience would be a significant barrier to employment. Those who found it necessary to return to school after arriving in Canada wondered why they had not been told, during the initial screening process, that they would require additional Canadian qualifications to work in their intended field. Overall, newcomers felt that their expectations had not been well managed during the pre-arrival assessment process, and felt that additional pre-arrival information would have helped them better prepare for the time it would take to find employment in Ontario.

The fact that much of this information is available on the Government of Ontario and federal government websites suggests that newcomers are either unaware of what information they need or they do not know where to look for the information they require. The information newcomers require is, primarily, occupation and sector specific; for example, knowing the pathways to regulated professions, having a better understanding of qualification equivalencies, and knowing the specific licensing requirements of different professions. While newcomers may be familiar with the more basic requirements of their profession, many are not aware of the specific requirements; for example that the Objective Structured Clinical Examination (OSCE) exam is offered only a few times a year and preparation for this exam is time consuming and intense. Having this type of information pre-arrival would ensure that their decision to immigrate to Canada is better informed.

In addition, other research conducted by Malatest suggests that newcomers suffer from information overload. Although they may have found or received the information they require, their ability to absorb this information is inhibited by its sheer volume. Newcomers are immigrating to a new country and must find a place to live, a school to educate their children, a place to work. They are inundated with information and there is too much to retain.

Newcomer Supports, Tools and Resources

Results of this research indicate that newcomers are not taking advantage of the resources available to assist them in finding employment commensurate with their skills. For example, less than half (48%) of the newcomers interviewed for this study reported that they were connected with an immigrant serving agency (or other agency), and just 39% had engaged in networking activities. Mentoring programs were used by just 19% of the newcomers interviewed for this study and Ontario bridging programs were used by only 21% of newcomers. While the low usage of bridging programs is likely due, at least in part, to restricted access to these programs, the other resources listed are available to all newcomers. Among the minority of newcomers who had used mentoring programs, 61% reported that they had found them useful when they were looking for employment. Among the minority of newcomers who had used an immigrant serving agency (or other agency), 63% reported that they had found them useful in their job search. Among those who had used networking or forums, 60% indicated that they had found them useful. The disparity between newcomers' use of the supports, tools and resources available to them and the perceived usefulness of these tools suggests that more effective promotional methods are required.

Underscoring the need for more effective promotional methods, over half (54%) of the newcomers interviewed for this study reported that they found it challenging to find a mentor, and approximately half (48%) indicated that they did not know how to network. During the focus group sessions conducted with newcomers, several suggested that low usage of mentorships and networking is due to newcomers' lack of familiarity with these concepts. In their country of origin, mentors are uncommon and the activities associated with networking are not typical, so most newcomers have not been acclimatized to these concepts prior to immigrating. Once newcomers become aware of the benefits of mentorships and networking, they still do not know what to do to find a mentor or how to engage in networking activities. Newcomers expressed frustration that it was so difficult for them to find these important resources, and that they had not been informed of their benefits prior to immigrating.

Focus group discussions related to the low usage of immigrant serving agencies revealed that some newcomers felt reluctant to connect with an agency because they were unsure which agencies were reputable and reliable. There was consensus among several of the newcomers who participated in these focus groups that they would welcome a government endorsed list of agencies, posted to a government website. Newcomers trust government entities in Canada and would, therefore, trust that government endorsed immigrant serving agencies would be reputable. While it is acknowledged that the Government of Ontario does post a list of the immigrant serving agencies it funds, some newcomers participating in focus groups noted that they were either not aware of this list or had difficulty navigating the website in order to find the information.

Given the relatively low usage of immigrant serving agencies, newcomers were asked if they should be mandated to connect with a newcomer serving agency before arriving in Canada. In this way, newcomers who are not aware of the importance of connecting with an immigrant serving agency and might not, therefore, elect to make this connection would still be able to reap the benefits. All newcomers asked this question said that they would not be averse to this mandate. The consensus of opinion was that any mandate that would ensure their successful integration into the Canadian culture and labour market would be welcome. While Ontario government representatives noted that they did not have the power to mandate connections between newcomers and immigrant serving agencies, Ideation Session participants acknowledged that more could be done to strongly encourage such a connection.

Communication and Language Skills

Results of this study suggest that tests currently available to assess newcomers' communication and language skills are insufficient. A total of 95% of the employers interviewed for this study reported that language and communication skills represent a barrier for newcomers seeking employment in Ontario; this compares to just 27% of newcomers. In other words, newcomers think they have adequate communication and language skills but employers do not. This discrepancy suggests that newcomers who have undertaken language training and testing assume that they are well equipped to meet employers' expectations, but this is not the case. The language training and tests currently employed are not sufficient to prepare newcomers to meet employers' expectations.

Literature suggests that many of the language courses available are too basic to cover the sector specific language proficiency required for employment within certain occupations.² In addition, the requirements of the language assessment tools included in different programs can vary. For example, language assessment tools included in the Canadian Experience Class (CEC) and the Federal Skilled Worker Program (FSWP) are different in that the former requires a higher test result in one of the two official languages than the latter; the latter accepts average scores in both official languages³.

Newcomers are not typically aware of the difference between English language proficiency which would prepare them to work well with colleagues and clients, and sector specific language proficiency which would enable them to work within their occupation. During focus group sessions, employers explained that the specific type of language skill that can be most problematic for newcomers is an understanding of the sector specific technical language required to practice in their field. Newcomers who are applying for a position within certain industries (e.g., finance, healthcare, law, and manufacturing) but

2 Ibid.

3 Ibid.

are unable to use the correct technical language can represent a significant risk for employers.

Regarding communication skills, employers emphasized that effective communication also requires an understanding of cultural norms in Canada. This is particularly important for newcomers applying for customer/client facing positions but is also important for the successful integration of newcomers into the work office environment within Canada. Although there are courses available that intend to provide workplace communication skills, more work is required to identify effective methods of teaching newcomers the culturally specific nuances that are embedded within the language.

Canadian Work Experience

Literature identifies the most significant barrier to successful labour market integration for skilled immigrants as their lack of Canadian work experience.⁴ Results of this research are consistent with this finding. Newcomers who participated in the quantitative survey for this study reported that their most significant barrier to finding employment in Ontario was their lack of Canadian work experience (64%). Although 70% of employers also identified a lack of Canadian work experience as a barrier, focus group discussions with employers revealed that Canadian work experience is only a barrier for certain types of positions; positions that require an understanding of the Canadian landscape (e.g., jobs within the legal profession). Many employers agreed that Canadian work experience is actually a euphemism for understanding the Canadian workplace culture and having the soft skills to adapt to this culture. When Canadian work experience as a barrier to employment was discussed with newcomers, many felt that it was used by employers as a convenient excuse for something else; the real barrier they faced was over-qualification or the hiring manager's unconscious bias against them.

The fact that established immigrants who have lived in Canada for more than 10 years have similar labour market outcomes to the Canadian-born population while immigrants who have lived in Canada for 5 years or less have the weakest employment outcomes suggests that Canadian work experience - defined as an understanding of the Canadian workplace culture - does have a significant impact on newcomers' employment outcomes.⁵

4 Xue, L. (2008). *Initial Labour Market Outcomes: A Comprehensive Look at the Employment Experience of Recent Immigrants during the First Four Years in Canada*. Available from: <http://www.cic.gc.ca/english/resources/research/LSIC-employment-outcome/index.asp>

5 Ibid.

Unconscious Bias

Literature defines unconscious bias as a “prejudice we have or an assumption that we make about another person based on common cultural stereotypes, rather than on a thoughtful judgment”.⁶ The Kirwan Institute for the Study of Race and Ethnicity defines unconscious bias as “associations we harbor in our subconscious [which] causes us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance.”⁷

The impact of unconscious bias on the ability of newcomers to find and retain employment in Ontario was discussed by newcomers, employers and stakeholders during the focus group discussions and Ideation Session. All three groups were aware that hiring decisions can be influenced, to a significant degree, by subconscious influences rather than facts, and spoke of the need to counter these hidden biases through diversity training. Focus group discussions with both employers and newcomers also linked the issues of Canadian work experience and educational qualifications/credentials with the concept of unconscious bias.

During the Ideation Session, stakeholders spoke of the need for “top down executive sponsorship”; in other words, the idea that organizations need someone in a position of leadership to intercede on behalf of newcomers by providing a clear directive for inclusive hiring practices within the organization. It was suggested that businesses in rural and remote communities are more susceptible to unconscious bias because of the under-representation of minorities within their communities. During the focus group sessions, employers at smaller companies suggested that they have neither the time nor the resources to develop or fund diversity training but would welcome a “ready to use training program” if it were provided to them at no cost. Awareness of existing training materials and training programs about cultural diversity in the workplace is currently low.

Educational Qualifications

Educational qualifications were identified as a barrier to employment by 89% of employers and 43% of newcomers. Since the majority of newcomers interviewed for this study were both highly educated and had related work experience in either Canada or their country of origin, it is likely the case that the issue of educational qualifications was interpreted by respondents as referring to over-qualification and foreign credential recognition rather than the adequacy of newcomers’ qualifications.

6 Consciously Overcoming Unconscious Bias Leader’s Guide; 2014, ATS Media. https://www.diversityresources.com/pdfs/Consciously%20Overcoming%20Unconscious%20Bias_Leaders%20Guide_PREVIEW.pdf

7 Kirwan Institute for the Study of Race and Ethnicity. Understanding Implicit bias. <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias>

The issue of over-qualification was discussed at length during focus group sessions with both newcomers and employers. Some newcomers stated that they excluded their educational qualifications and credentials from their resumes in order to gain an interview for an entry level position in their field. Several employers, particularly those working at large companies, suggested that they received numerous resumes for entry level positions from over-qualified newcomers. Their response to these resumes varied. Some employers recognized the value that these newcomers could bring to their organization, despite their over-qualification for the position to which they had applied. Others stated that they did not consider these resumes at all because the candidate would likely leave shortly after they were hired, or because the employer was only interested in hiring someone who was “green”.

The issue of foreign credential recognition was especially pertinent for employers at smaller companies who stated that they bypassed the resumes of newcomers who had not upgraded their credentials in Canada because they did not have the resources to assess the equivalency of newcomers’ qualifications. Although credential equivalency tools and third party assessment agencies can help employers assess education and credentials of immigrants, many employers who work at small and mid-size companies remain unaware of these resources. Others were unwilling, given their limited resources, to invest the money required to utilize these tools. As a result, the resumes of newcomer candidates who have not upgraded their credentials after coming to Canada are not considered. Although anecdotal evidence suggests that an employee referral can neutralize the lack of a formal credential evaluation, these types of referrals are relatively rare since they require that the newcomer have an advocate within the organization to which they have applied who will act on their behalf.

Internships, Co-op Placements, Contract Work

The literature available cites internships as a ‘best practice’ for successfully integrating newcomers into the Canadian labour market⁸. Preliminary results of a 2012 survey which assessed employment outcomes of graduates of the Federal Internship for Newcomers Program indicated that 75% of those who completed internships were able to enter the Canadian work force⁹. Internships are also useful for employers as they represent a cost effective means of assessing potential candidates with minimal risk to the organization, and can bolster the organization’s training programs and abilities.

However, results of quantitative research conducted for this study found that only 17% of employers use funded internships and just 13% of newcomers have used internships, co-op placements, or work placement programs; this, despite

⁸ Drolet, J. et al (2014).

⁹ Citizenship and Immigration Canada (2013). Annual Report to Parliament on Immigration, 2013. Available from: <http://www.cic.gc.ca/english/resources/publications/annual-report-2013/index.asp>

the perceived efficacy of internships. Among the minority of newcomers who had used these programs, 77% reported that they were useful in helping them find employment opportunities. During focus group sessions with employers, discussions around the use of funded internships focused on the fact that they represent a limited commitment for employers and minimize the financial risk for employers who may not see training a newcomer as a profitable capital investment in the long-term.

Results of focus group discussions with employers suggest that a barrier to employer uptake of funded internships is a lack of awareness. Several employers stated that while they are familiar with subsidies for youth and those with employment barriers they are unaware of subsidies specifically for newcomers. This may be because subsidies are not typically targeted at newcomers. The Canada Job Grant, for example, is not promoted as offsetting the cost of training newcomers. Instead, the eligibility criteria state that the grant is available to “any business, including not-for-profit organizations, with a plan to train Canadians for a new or better job.”¹⁰ Increased promotion of the subsidies available to organizations that provide employment opportunities to immigrants is necessary.

Promotion of these subsidies should be tied to messaging about labour market shortages within Ontario and the lack of active succession planning among Ontario employers. Succession planning is increasingly critical for Ontario employers due to a slower growing labour force and an aging workforce¹¹. The literature suggests that while succession planning is important within both the public and private sectors, it is perhaps more critical within the public sector because government employees tend to retire sooner than those who work in the private sector¹². Although many employers are aware of the need for succession planning, few have translated this awareness into action¹³. The literature suggests that this issue exists for both large and small organizations within both the public and private sectors. Although larger organizations with greater financial resources are more likely to include succession planning in their strategic plans, most organizations tend to prioritize other organizational challenges which are seen as more urgent¹⁴. As a result, many organizations are unprepared for employees’ retirement and are left with skill gaps within their organization. If promotion of employer subsidies for training newcomers is linked to messaging about labour market shortages within Ontario and the low incidence of succession planning among employers, the option of using funded

10 Employment and Social Development Canada (2014). Canada Job Grant: Information for Employers. Available from: http://www.edsc.gc.ca/eng/jobs/training_agreements/cjg/employers.shtml?utm_source=actionplan.gc.ca&utm_medium=Link&utm_content=Actionplan%20CJG%20Promo%20ENG&utm_campaign=CJG%20Promo%20ENG

11 Carson, J. (2009). *Managing the Future: Why Some Ontario Municipalities Are Not Engaging In Succession Planning*. IRC Research Program: Queen's University.

12 Ibid.

13 Ibid.

14 Ibid.

internships to fill gaps left by retirees may become more attractive to prospective employers. The reality of a small pool of applicants within the existing labour market coupled with their own lack of succession planning may encourage more employers to look to funded internships for newcomers to fill vacancies.

Resume Development and Interview Process

Although less than half (43%) of newcomers reported that the interview process represented a challenge to finding employment, prior research conducted by Malatest indicates that newcomers do not understand what they need to address in their resume when responding to Canadian job advertisements. For example, if an employer includes 5 essential skills in their job advertisement, the newcomer does not realize that they need to list 5 examples that demonstrate they possess those skills. Regarding the interview process, newcomers do not realize that prior experience includes more than prior work experience and related training; it also includes an understanding of the Canadian workplace culture. Newcomers who do not understand the Canadian workplace culture may have the required work experience but may not know how to present and promote themselves during an interview. During focus group sessions with newcomers, many indicated that the self-promotion which is expected in a job interview in Canada is uncomfortable to them because it would be considered rude in their country of origin.

The literature discusses another barrier to newcomers which occurs during the resume review process: unconscious bias in resume screening. Because skilled immigrants' resumes often look different than traditional "Canadian" resumes, employers need to be trained to look beyond these cultural differences to fairly assess a candidate's skills and abilities¹⁵. Unfortunately, not all employers have received this training. In addition, a recent University of Toronto study found that many newcomers' resumes are rejected on the basis of their name and/or place of education alone. If names and places of education are excluded from newcomers' resumes, they will not be screened out on the basis of factors that are irrelevant to their skills and abilities.¹⁶

15 Hireimmigrants.ca (2012). Unconscious bias in resume screening. Available from: <http://www.hireimmigrants.ca/resources-tools/elearning/unconscious-bias-in-resume-screening>

16 Oreopoulos, P., Dechief, D. (2011). Why do some employers prefer to interview Matthew, but not Samir? Available from: <http://mbc.metropolis.net/assets/uploads/files/wp/2011/WP11-13.pdf>

Recommendations for Government

- 1. ONLINE PRESENCE SHOULD BE ENHANCED, EXPANDED, MORE TARGETED.** Results of focus groups with newcomers suggest that newcomers look to government (federal and provincial) websites for reliable information. It was suggested that government websites could be enhanced and expanded so newcomers can easily obtain all the information they will need both before they arrive in Canada, and after they settle. With the vast amount of information available it was also suggested that websites could better target pre-arrival vs. post arrival information as well as sector specific information. The information newcomers would look for on this website include: a check list of steps to take before arrival; targeted sector/occupation specific information (e.g., labour market information, additional exams/training required, links to sector councils and professional associations); a list of the challenges newcomers should anticipate in their search for employment, a list of government funded immigrant serving agencies, a list of business that value diversity, information on the importance of having education credentials assessed before arrival and links to credential equivalency tools and evaluation services; information on the importance of networking and mentorship; and links to additional resources, programs and information. While it is important to note that much of the above mentioned information already exists on the Ministry of Citizenship, Immigration and International Trade's (MCIIT) website, more can be done to improve the online presence and promotion of ministry programs/resources that are designed to help newcomers find employment commensurate with their skills.
- 2. EMPHASIZE THE IMPORTANCE OF SETTLEMENT PLANS AND PRE-ARRIVAL CONNECTIONS BETWEEN NEWCOMERS & 'AMBASSADORS'.** During the Ideation Session with stakeholders, it was suggested that every immigrant should have a settlement plan and that these plans should be developed with the support of an 'ambassador' (i.e., an immigrant serving organization, a lawyer, or an immigrant consultant). The settlement plan would serve to indicate that the newcomer has made the preparations necessary to ensure their successful integration. Encouraging pre-arrival connections between newcomers and ambassadors will help to ensure newcomers are better prepared for their job search prior to arrival in Canada. To that end, websites such as Orientation to Ontario (<http://settlement.org/orientationontario>) that promote links between newcomers and settlement agencies and provide templates for developing settlement plans should be more visibly promoted on federal and provincial websites.

3. **FUND ACCESS TO OCCUPATION SPECIFIC MENTOR PROGRAMS (PRE & POST ARRIVAL).** The idea that the government should assist newcomers in accessing sector specific mentor programs that can provide them with the specific information they need to work in their intended field was discussed by newcomers during the focus group sessions. Sector specific mentors have a deep knowledge of their sector and can provide insights on how their industry works in Canada, as well as reliable advice on how a newcomer should promote themselves through their resume and during the interview process. Sector specific mentor programs would provide newcomers with more specific information regarding credential requirements for their industry and would assist newcomers in finding industry specific networking opportunities.
4. **ESTABLISH AND PROMOTE ORGANIZATIONAL BEST PRACTICES INFORMED BY GLOBAL TRENDS.** Methods of addressing the issue of workplace and hiring biases were discussed during the Ideation Session with stakeholders and during focus group sessions with employers and newcomers. One option suggested was to establish and promote best practices for organizations in terms of recruiting and hiring newcomers. For example, newcomer interviewing targets could be established and positioned as ‘normative benchmarks’ against which organizations could measure their own interviewing practices. Additional best practices are listed under *Recommendations for Employers*. These best practices should be targeted at organizational leaders who are best positioned to lead and promote change within their organization.
5. **COMBINE PROMOTION OF INTERNSHIPS AND SUBSIDIES WITH EDUCATION OF EMPLOYERS.** Findings from the survey with employers noted that many employers are not taking advantage of internships and subsidies to help support the hiring and retention of newcomer talent despite their perceived usefulness. During the Ideation session, it was suggested that efforts should be increased to educate employers about the impact that labour shortages, coupled with a lack of succession planning, will have on organizations within Ontario. Promotion of internships and training subsidies for newcomers should be linked to educational efforts to underscore the importance of utilizing subsidies and internships. Promotional messaging should emphasize that these supports would allow employers to minimize risk while filling vacancies.

6. **EDUCATION OF EMPLOYERS ON THE BUSINESS CASE OF HIRING EDUCATED NEWCOMERS.** Related to the education of employers on the benefits of using internships and subsidies, is the education of employers on the business case for hiring newcomers. The objectives of the Government of Ontario's Immigration Strategy include "attracting a skilled workforce and growing a stronger economy" and "leveraging the global connections of our diverse communities to increase our prosperity".¹⁷ Promotion of the business case benefits for having diverse employees, such as, increased access to a wider and global customer/client base, better customer service because employees are representative of the customer base, the infusion of new and innovative ideas/ perspectives, and ensuring the best talent for the position is a step towards these government objectives.

Recommendations for Employers

1. **PROMOTE ORGANIZATIONAL BEST PRACTICES.**

These include:

- a. *Inclusive recruitment processes.* Organizational leaders should encourage Human Resources representatives to act on behalf of newcomers by challenging employers and hiring managers to incorporate more inclusive hiring processes such as developing job descriptions that accurately reflect the true requirements of the position (e.g., Canadian work experience may not be an actual requirement), having a culturally balanced hiring team and practicing culturally appropriate interviewing techniques.
- b. *Anonymizing resumes.* Have someone other than the hiring team/person blackout the names and places of education from candidates' resumes so that selection is based solely on qualifications.
- c. *Interviewing targets for newcomers.* Employers should be encouraged to establish targets within their organization for interviewing a certain number of newcomers to fill vacancies within their organization. By making a commitment to interview a certain number of newcomers each year, organizations can objectively assess their recruitment practices to ensure that they are inclusive.
- d. *Analyze recruitment patterns.* Regulated professions assess the number of newcomers who apply for a position and the number who were hired to that position. All employers, including those in unregulated professions, should be

¹⁷ Ontario's Immigration Strategy: http://www.citizenship.gov.on.ca/english/keyinitiatives/imm_str.shtml

encouraged to regard analysis of recruitment patterns as a best practice. By analyzing the recruitment patterns of their organization, employers will be able to accurately determine whether the number of newcomer hires within a given year is appropriate, given the number of newcomers who were interviewed that year. Organizations should be encouraged to maintain a record of recruitment outcomes, including reasons for hiring or rejecting newcomer applicants. In this way, organizations can assess whether recruitment of newcomers was low because an insufficient number of newcomers was interviewed or because those interviewed did not possess the skills necessary to perform the job.

- e. *Make use of credential equivalency tools.* Among small employers in particular, utilization of these tools was low due to either a lack of awareness or limited financial resources. The use of these tools should be promoted so that employers understand that the benefits of using them outweigh the cost.
- f. *Provide diversity training.* Employers should be reminded of the negative impact cultural biases have on hiring practices within Ontario organizations, and on the ability of newcomers to successfully integrate into the office culture. Employers should be encouraged to provide diversity training to address these biases.
- g. *Support cultural and religious practices in the workplace* such as providing time for prayer, encouraging employees to share and learn about each other's cultures, and providing a multicultural calendar for the workplace.
- h. *Mentor a newcomer.* Engage staff in mentoring activities in order to make your organization more attractive to newcomers, increase training abilities within your organization, and increase your public profile as an organization that values diversity. Mentoring a skilled newcomer can be developed as part of the on-boarding strategy for new hires or as a way to get involved in supporting newcomers and sourcing new talent pools.
- i. *Provide paid internship/work placements.* Paid internships and work placements are a great opportunity to assess skilled newcomers' abilities and to determine if they are the right 'fit' for your company. Wage subsidies and tax credits may be available to help offset the costs of providing such placements.

2. **SHARE YOUR STORY.** Organizations that have realized the benefits of hiring newcomers should be encouraged to share their experiences through testimonials. For private sector businesses, newcomers bring an understanding of other cultures that helps businesses compete in the global market. Within the public sector, newcomers can bring to public serving organizations a better understanding of how to provide effective assistance within Ontario's multicultural environment. Organizations are also encouraged to include their progress on establishing a diverse workforce in their annual reports to employees, stakeholders and/or the public.

Recommendations for Settlement/Immigrant Serving/ Employment Agencies

1. **TAKE THE LEAD IN DEVELOPING CONTENT OF SETTLEMENT PLAN AND ENSURE EVERY ONTARIO CLIENT RECEIVES THIS SERVICE AND FOLLOWS THROUGH ON THE PLAN.** Immigrant serving agencies should be encouraged to place a lead role in the development of settlement plans that will help newcomers integrate into the Ontario labour force. Agencies are encouraged to work closely with newcomers to develop this plan in order to ensure that it includes all of the steps that help them succeed.
2. **WORK WITH EMPLOYERS TO DEFINE WHAT 'JOB READY' MEANS FOR THE VARIOUS JOBS WITHIN THEIR ORGANIZATION.** Agencies are encouraged to work closely with employers to help define job descriptions that accurately reflect the true requirements of the position (e.g., Canadian work experience may not be an actual requirement) and to understand what employers are looking for in 'job ready' candidates.
3. **DEVELOP SECTOR SPECIFIC COMPETENCIES AMONG AGENCY STAFF AND PROMOTE SECTOR SPECIFIC UNDERSTANDING THAT DIFFERENTIATES YOUR AGENCY FROM OTHERS.** Agencies should encourage and support their staff to develop sector specific competencies in order to better assist newcomers in finding work in their field of expertise and to help employers find job ready candidates.
4. **WHEN NEWCOMERS FIRST ACCESS SETTLEMENT SERVICES, ENCOURAGE THEM TO VISIT REGULARLY.** It is important for newcomers to understand the various processes they need to complete in order to find employment and successfully integrate into the workforce. Regular visits to settlement agencies will help newcomer to become more familiar with these processes and can help them feel more comfortable asking questions and getting the answers they need.

5. **TAKE STEPS TO MAINTAIN CONNECTIONS WITH NEWCOMERS.** Newcomers should be encouraged to maintain their connection with immigrant serving agencies so that they can continue to receive support even when they themselves are unaware that they still require it.

Recommendations for Newcomers

Pre-arrival

1. **VISIT DESTINATION SITE FOR RELIABLE INFORMATION.** Visit a government destination site, such as <http://www.citizenship.gov.on.ca> or <http://settlement.org/orientationontario>, to find reliable information regarding what they need to do to ensure their successful integration into the Ontario job market. Take advantage of information available via links. Share the checklist with an ambassador and work with them to complete your settlement plan.

Post-arrival

2. **CHECK IN WITH AMBASSADOR ON REGULAR BASIS AND MAINTAIN CONNECTION TO CONTINUE RECEIVING SUPPORT (E.G., TRAINING TO FILL SKILL GAPS).** Education and training in Canada can negate an immigrant's newcomer status and disqualify them from interventions they may still require. In addition, those who have lived in Ontario for some time may think that they understand the system and no longer need settlement services that could actually help them better integrate into the business environment within Ontario. When newcomers first access settlement services, they should be encouraged to maintain their connection so that they can continue to receive support even when they themselves are unaware that they still require it.
3. **ATTEND NETWORKING EVENTS TO MEET OTHERS WITHIN YOUR INDUSTRY.** The concept of having a mentor to help you adjust to Canadian work culture and support your search for employment may be unfamiliar to you. However, recent studies have shown that having a mentor is very effective in helping newcomers connect with employers and other professionals. Mentors can provide advice and guidance specific to your area of expertise.
4. **GET INVOLVED IN YOUR COMMUNITY TO REFINE SOFT SKILLS.** Getting involved in your community can help to develop your communication skills and increase your networking. Consider activities such as volunteering, attending community events, join clubs and sports teams, visit the library, and get involved at your child's school.

Introduction

The need for skilled workers in Canada's labour market continues to grow and must be addressed if Canada is to remain vital within an increasingly competitive global market. In Canada, as in many Western countries, the size of the pool of qualified workers continues to diminish due to declining birth rates and an aging population.¹⁸ Compounding these demographic impacts, the skill set of qualified workers is frequently misaligned with the current needs of many employers.¹⁹ As a result, there are gaps in the labour force that need to be addressed. To fill these gaps, Canada will need to increasingly rely on skilled newcomers, many of whom have received their training in other countries. Multiple Statistics Canada reports project that an increasingly large proportion of future economic growth will come from immigration;²⁰ this underscores the importance of skilled newcomers to Canada's future economic success.

However, many other countries are experiencing the same labour market pressures and will be competing with Canada to attract skilled newcomers.²¹ This places significant importance on the programs and policies put in place to attract this pool of skilled workers to Canada. The government has established several programs under which skilled workers can apply for residency in Canada. These include the Federal Skilled Worker Program, the Immigrant Investor Program, and the Entrepreneur Program, all of which are designed to attract newcomers with specific skills for specific purposes. These programs have seen significant changes since 2008. For example, the criteria for some of these programs have been tightened or otherwise changed, with changes often applied retroactively, so an applicant might be judged based on different criteria than when the application was made.²² Criteria, such as language proficiency requirements, may be different from one class to another, and have also been subject to change for some programs.²³ For most classes of skilled workers, annual or other caps on applicants have been introduced and moratoria are frequently imposed, whether for the purpose of redesigning the program, or for clearing a backlog of applications.²⁴ In addition, new programs were carved out of the Federal Skilled Worker Program, including the Federal Skilled Trades Program (which is specifically for those qualified in various trades), and the Canadian Experience Class (for applicants who have previously worked in Canada). A recent change to the immigration process for skilled workers is the Express Entry program. Under this new system, any potential immigrant that would previously have entered under programs such as the Skilled Foreign

18 Drolet, J. et al. (2014).

19 Ibid.

20 <http://www.statcan.gc.ca/pub/71-606-x/71-606-x2012006-eng.pdf>

21 Ibid.

22 Alboim, N. & Cohl, K. (2012). *Shaping the Future: Canada's rapidly changing immigration policies*. www.maytree.com/policy

23 Ibid.

24 Ibid.

Workers program or the Canadian Experience Class (itself relatively new) must now provide their qualifications and be selected as the top applicants among other similar applicants in order to receive the opportunity to apply for permanent residence. They must then quickly provide all required documents, including those that take longer periods of time to obtain.²⁵

This complex and changing landscape of policies has been criticized; policies are perceived as inconsistent and changes are considered unpredictable.²⁶ The literature suggests that, if a primary goal of government policies is to attract the most skilled individuals who are best positioned to make strong economic contributions to this country, then this landscape must change; a system that lacks stability and predictability will discourage potential newcomers from choosing Canada over other potential countries.²⁷ Even policies not directly related to economic class immigration can negatively affect how attractive a country is to a potential skilled newcomer. For example, tight criteria for admitting family members and difficulty in obtaining citizenship may also dissuade a skilled worker from immigrating to Canada.²⁸

As immigration policies continue to change and increase in complexity newcomers become more vulnerable to unscrupulous individuals who claim to offer immigration consulting services. These individuals can provide incorrect advice and may counsel newcomers to use deceitful or unlawful means to enter the country or obtain citizenship. Canada has passed legislation to impose penalties on any non-accredited immigration consultant who provides advice during any immigration process. However, many such consultants operate outside the country, beyond the reach of Canadian law²⁹.

Once skilled newcomers have successfully settled in Canada, they may have difficulty integrating into the Canadian job market. As indicated in the table below, across Canada, the 2014 employment rate for newcomers was lower than for Canadian-born individuals. However, the employment gap between newcomers and Canadian-born individuals does decrease the longer an immigrant has been established in Canada. In Ontario, the unemployment rate for immigrants landed more than 10 years and Canadian born individuals closely reflected the Canadian unemployment rates (6.2% and 5.1% vs. 6.3% and 5.2% respectively). Across the provinces, 2014 unemployment rates among newcomers to Canada five years or less were highest in Quebec at 17.4%, followed by Ontario (12.5%), and B.C. (10.3%). The lowest unemployment rates for recent newcomers in 2014 were found in Western Canada (Manitoba, Saskatchewan, and Alberta, all at 6.3%).

25 <http://www.cic.gc.ca/EnGLISH/immigrate/skilled/index.asp>

26 Alboim, N. & Cohl, K. (2012).

27 Alboim & Cohl (2012).

28 Ibid.

29 Ibid.

Table 1: 2014 Labour force characteristics by immigrant status of population aged 25 to 54

	Canada	Atlantic	Que.	Ont.	Man. & Sask.	Alta.	B.C.
Employment rate	%						
Immigrants, landed 5 or less years	66.1	69.3	57.9	63.2	80.2	77.8	64.7
Immigrants, landed 5 to 10 years earlier	75.5	75.8	76.2	73.2	83.2	84.5	71.8
Immigrants, landed more than 10 years	79.9	84.3	78	79.6	84.7	82.3	80.4
Born in Canada	83.1	79	83.5	83.1	84.8	85	82.6
Unemployment rate %							
Immigrants, landed 5 or less years	11.5	9.4	17.4	12.5	6.3	6.3	10.3
Immigrants, landed 5 to 10 years earlier	7.4	9.8	7.9	9	4.3	4.2	5.9
Immigrants, landed more than 10 years	6.3	5.9	9.2	6.2	3.6	5.1	5.5
Born in Canada	5.2	8.4	5.8	5.1	3.7	3.4	4.5

Source: Statistics Canada, CANSIM table 282-0102.

The employment rate of working-age newcomers with a university education is also lower than for Canadian-born individuals with similar credentials. The gap is particularly large for the most recently arrived newcomers (those who have arrived less than 5 years ago), and has only increased in recent years.³⁰ In addition to the gap in employment rates, university-educated newcomers also earn lower wages than their Canadian-born counterparts. As was the case with employment rates, the largest gap is found between recent arrivals to Canada and Canadian-born workers. This wage gap has grown in recent years.³¹ The literature identifies several possible reasons for the poor integration of skilled newcomers into the Canadian labour market. One reason is the lack of alignment between immigration policies and the particular needs of employers. Another is the shift in recent years from European countries as the main source of immigration to other, less traditional countries. This shift now means that language skills, education and the ability to adapt are more important factors for successful integration of newcomers.³² Another reason relates to employers' perceptions of newcomers' skill gaps. Many employers feel that newcomers require additional training in areas such as language/communication skills, and

30 <http://www.statcan.gc.ca/pub/71-606-x/71-606-x2012006-eng.pdf>

31 Ibid.

32 Drolet, J. et al. (2014).

knowledge of business culture. Barriers to hiring newcomers that employers have identified include: skills mismatches, a lack of familiarity with credential recognition services, confusion resulting from the wide array of different service providers, lack of resources (particularly in the case of smaller businesses), a lack of simple, “one-stop” resources, and the lack of a voice in addressing the challenges they are experiencing.³³ Many of these barriers are addressed later in this report.

Various entities are making efforts to implement programs that will help overcome these challenges and match skilled newcomers with potential employers in Canadian cities. ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) is a project founded by Maytree, a registered Canadian charity, which supports these efforts in Canadian cities to adapt and implement programs that further the suitable employment of skilled immigrants. To gain insight into practices and strategies that could be useful to the project in the coming years, ALLIES commissioned R.A. Malatest & Associates to conduct a study that would shed light on newcomers’ and employers’ perceptions of employment barriers.

More specifically, the **objectives** of the study include the following:

- Determine whether immigrant job seekers and employers have similar or different perceptions about what significant barriers stand in the way of skills-commensurate employment for immigrants;
- Identify the stakeholders who immigrants / employers look to for employment solutions;
- Gather ideas about program or policy solutions;
- Produce updated, provincial information and insights on employer hiring, integration and retention practices, especially regarding recent immigrant employees;
- Review current resources/toolkits aimed at employers on employing immigrants; and
- Provide credible findings that can be used to stimulate public discussion about talent recruitment and immigrant employment.

33 Drolet, J. et al. (2014).

Methodology

This section outlines the research activities completed for ALLIES' *Employer and Newcomer Perceptions of Employment Barriers and Solutions* study, including: document and literature review, surveys with employers and newcomers, focus groups with employers and newcomers, an Ideation Session with key stakeholders in the area of newcomer employment, and an environmental scan of existing employer toolkits and resources on newcomer employment.

Document and Literature Review

A document and literature review was conducted for several phases of the study. Research and survey instruments were reviewed to inform the development of both the employer and newcomer survey instruments. A more extensive review of the literature was conducted to support study findings. Researchers reviewed documents and literature from online sources as well as material received from the client, stakeholders and the Consultant's own research from past related studies.

Newcomer Survey

A survey was completed with newcomers to better understand their experiences in finding and retaining employment in Ontario. The sub-sections below provide a summary of how the sample for the newcomer survey was drawn, how the survey was administered, and how the data was analysed for the Final Report.

Sample Development

Sample for the newcomer survey was drawn from the following sources:

- Online respondent panel from Research Now³⁴;
- Distribution of paper surveys and promotion of the online survey by immigrant serving agencies associated with Maytree/ALLIES; and
- General population sample supplied by sampling firm (ASDE Survey Sampler).

³⁴ Research Now is an industry-leading sample provider that operates actively-managed, proprietary online access panels in 37 countries around the world. Their panels are recruited through a partner network of ubiquitous brands utilizing a "by-invitation-only" approach and through online marketing with over 300 diverse online affiliate partners and targeted website advertising.

Sample was drawn with the intention of representing the following in the completed surveys:

- Newcomers who were trained/educated for skilled occupations (e.g., trade certification, college or university degree);
- Mix of professions (e.g., professional, financial, educational, technical, information and technology, health, manufacturing, etc);
- Recent immigrants to Canada (less than 10 years);
- Mix of newcomer place of origin;
- Mix of gender (male/female);
- Have prior work experience;
- Currently employed and/or actively looking for work; and
- Mix of geographical regions across Ontario by census metropolitan area (CMA) (e.g., Toronto, Ottawa, London, Hamilton, North Bay, etc.).

Survey Design

Survey questions were informed by data collected during preliminary interviews with nine key stakeholders and a review of similar newcomer surveys. The survey instrument was also reviewed and validated by Maytree's Steering Committee. Once final approval of the survey instrument was obtained, it was programmed and tested in CallWeb. The survey instrument is included in Appendix E and the interview guide can be found in Appendix D.

Survey Administration

A total of 310 survey completions were obtained for the newcomer survey between October 24 and December 31, 2014. Completions were obtained through a combination of paper, online and telephone methods, as well as the use of Research Now's Survey Panel (134 completions).

Selection criteria for newcomers included: being a landed immigrant/ permanent resident or protected person or an immigrant who is now a Canadian citizen; having lived in Canada for 10 years or less; having been trained/educated for a skilled occupation (e.g., trade certification, college or university degree); and currently employed (paid or unpaid position) or looking for work or will be looking in near future (e.g. in school/training).

Recruitment efforts included partnering with Research Now. This agency sent weekly email reminders to panelists who were invited to participate in the survey online if they met the recruitment criteria established for this study. A total of 134 completions were obtained via Research Now. Recruitment for the survey was also completed by using a general population telephone sample provided by ASDE Survey Sampler. Due to the very low incidence of connecting with an eligible newcomer, this approach was abandoned after two weeks of dialing. As a result, recruitment efforts were reallocated to contacting immigrant serving agencies across Ontario to ask for their assistance in promoting the survey to their newcomer clients. Communication materials developed for agencies are located in Appendix G. A total of 11 newcomer resource agencies/organizations within the GTA distributed to eligible newcomers hard copies of the survey and invitation cards to participate in the online survey (30-75 pieces per location). An additional 10 organizations across Ontario agreed to post information regarding the surveys on their websites, in newsletters, or directly to clients via email. Newcomers who participated in focus groups were also asked to complete the survey and to promote it to other newcomers. The following table shows the distribution of completed newcomer surveys by survey mode.

Table 2: Newcomer Completes by Survey Mode

Survey Mode	Number of Completed Newcomer Surveys
Telephone	16
Online	150
Online Panel	134
Paper	10
Total	310

Data Analysis

To fully explore key findings from the newcomer survey, data were analyzed at the total level as well as by the following data cuts:

- Length of time in Canada (grouped into three categories): 'less than 1 year', '1-5 years', and '6-10 years';
- Employment status (grouped into two categories): 'working' which includes those working full/part time or casual, on contract, or in a placement/internship/co-op (paid or unpaid), and 'not-working' (unemployed and looking for work);
- Age (grouped into three categories): '18-29 years', '30-44 years', and '44+ years';
- Country of origin (grouped into three categories): 'English speaking'

comprised of countries in which English is recognized as an official language; 'South & East Asia' comprised of countries located in South and East Asia including China, India and the Philippines; and 'All other Countries' comprised of all other non-English speaking countries;

- Industry trained in: The industry sectors used in this report are based on the North American Industry Classification System (NAICS). NAICS is the standard used by Statistics Canada in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the Canadian business economy³⁵. For analysis, the NAICS industry categories were grouped into the following sectors:
 - Manufacturing/Transport - comprised of 2 NAICS industry categories: 'Manufacturing', and 'Transportation and warehousing';
 - Health/ Social - comprised of NAICS category 'Health care and social assistance';
 - Finance/ Business - comprised of 3 NAICS industry categories: 'Finance and insurance', 'Real estate and rental and leasing', and 'Business and support services, Management of companies and enterprises';
 - Professional/ IT - comprised of 2 NAICS industry categories: 'Professional, scientific and technical services', and 'Information and cultural industries';
 - Other Industry Sectors - comprised of all other NAICS industry categories, including 'Government and public administration' sector. Please note, due to the small base size of newcomers (n=25), survey results for this sector are not reported separately; and
 - Non-Profit /Charitable - Respondents were asked to self identify if they operate/have work experience within this category. Please note that due to the small base size of newcomers (n=25), few comparisons can be reliably made between this and other industry sectors;
- Gender: Although a few respondents (5%) choose to indicate their gender as 'other', analysis by gender will only be shown for the 'male' and 'female' categories; and

35 A detailed definition of the NAICS classification structure and industries can be found on Statistics Canada's website at: <http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2012/index-indexe-eng.htm>

- Location: Cities were grouped into four Ontario regions: Central representing the Greater Toronto Area (GTA), and encompassing Hamilton /Niagara to the West, Oshawa to the East and Parry Sound/Huntsville to the North; Eastern Ontario, encompassing cities East of Oshawa; Western Ontario, encompassing cities West of and including Guelph; and Northern Ontario, encompassing cities beyond Parry Sound/Huntsville. Please note that due to the small number of newcomers residing in Western and Northern Ontario, (base size of 22 and 13 respectively) comparisons by these subgroups cannot be made. In addition, comparisons made for newcomers in Eastern Ontario should be interpreted with caution as the base size is small (base=39). As a result, few if any comparisons can be noted across this subgroup.

These data cuts allowed Malatest to explore differences among subgroups of interest. Each newcomer profile element is reported at the total level and, where possible/appropriate, by the above subgroups. Please note that results among groups of less than 30 are reported by mean score only and data for base sizes of ten or less have been suppressed. Additionally, frequencies with a base of less than 50 are flagged to indicate to the reader that results should be interpreted with caution.

Analysis of specific occupation types used throughout this report (i.e., ‘managerial’, tactical/professional’ and ‘trades’) were developed using the National Occupational Classification (NOC) used by Statistics Canada³⁶ as a guideline, and are defined as follows:

- Managerial: Occupations at the top of organizational hierarchies requiring formal post-secondary education and/or extensive occupational experience. These occupations are characterized by high levels of responsibility, accountability and subject matter expertise. Examples of these positions include company executives such as Presidents, Vice-Presidents, Chief Executive Officers and Senior Directors or Senior Managers;
- Tactical/Professional: This is the largest category of occupations as it encompasses all occupations requiring some form of post-secondary education but excluding those in managerial and Trade occupations. Examples of occupations in this skill level include

³⁶ The NOC is a four-tiered hierarchical arrangement of occupational groups with successive levels of disaggregation. It contains 10 broad occupational categories, 40 major groups, 140 minor groups, and 500 unit groups. The classification of jobs is based on skill type and skill level, with skill level being the amount and type of education required to perform duties associated with an occupation. Two of four skill level categories requires some form of post-secondary education: Skill level ‘A’ requiring a university degree (bachelor’s, master’s or doctorate); Skill level ‘B’ requiring two to three years post secondary education (college or university) or two to five years of apprenticeship training. Skill type refers to the type of work performed and is closely aligned with industry categories. More information on NOC codes can be found on Statistics Canada’s website at <http://www.statcan.gc.ca/subjects-sujets/standard-norme/noc-cnp/2011/introduction-eng.htm>

regulated professionals such as lawyers, doctors and engineers as well as occupations in health and safety (e.g., fire fighters, police officers and licensed practical nurses), business and finance occupations (e.g., bankers, accountants, analysts, administrators), education (e.g., teachers and professors), scientists and technology experts;

- **Trades:** This skill level encompasses occupations that have complex activities, requires skills and account knowledge of the subject, and usually requires one to three years of postsecondary education in a college or university or two to four years in an apprenticeship program. Examples of trade occupations include plumbers, masons, electricians, machinists, pipe fitters, mechanics, crane operators, carpenters and cabinet makers.

Throughout the report, where possible, the use of the word ‘government’ is further identified with the specific level of government (e.g., provincial or federal) referenced. However, with respect to the use of the term ‘government’ during focus group sessions, in many cases participants did not specify a specific level of government and/or in some cases indicated that their comments referenced all levels of government. Therefore some mentions of government in the report are not identified as per the level of government to which the comment refers.

Employer Survey

A survey was completed with employers to better understand their experiences recruiting, selecting and supporting newcomer talent in finding employment within Ontario. Employers were also asked about their impressions of the resources/toolkits and government programs and policies available to support newcomer employment. The sub-sections below provide a summary of how the sample for the employer survey was drawn, how the survey was administered, and how the data were analysed for the Final Report.

Sample Development

Sample for the employer survey was drawn from InfoCanada with the intention of representing the following in the completed surveys:

- Ontario businesses only;
- Distribution of employers of small (20 - 49 employees), medium-sized (50 to 99 employees), and large (100+ employees) businesses;
- Mix of business sectors by North American Industry Classification System (NAICS) (e.g., professional, financial, educational, technical, information and technology, health, manufacturing, etc);

- Businesses that have / have not hired newcomers;
- Mix of unique and multiple employers;
- Mix of head offices and establishments; and
- Government and non-government regulated businesses.

The sample obtained from InfoCanada was cleaned and loaded into CallWeb, the sophisticated surveying software used by Malatest. Industry type flags were also created in the sample file so that recruitment efforts could target employers within the industries most likely to hire newcomers: Manufacturing; Transportation and Warehousing; Health and Social; Finance; Business; Professional; Information and Technology; and Non-Profit/Charitable. The sample included, where available, the following information:

- Company name;
- Phone number;
- Contact name and title for individual in a designated human resources or senior management role;
- Size;
- Headquarters/branch;
- Address; and
- NAICS code.

Survey Design

Survey questions were informed by data collected during preliminary interviews with nine key stakeholders and the review of similar employer surveys. The survey instrument was also reviewed and validated by Maytree's Steering Committee. Once final approval of the survey instrument was obtained, it was programmed and tested in CallWeb. The survey instrument is located in Appendix F.

Survey Administration

A total of 301 survey completions were obtained for the employer survey between October 24 and December 31, 2014. Completions were obtained through a combination of online and telephone methods. Selection criteria for employers included businesses with 20 or more employees that operate and have a physical location in Ontario.

As previously mentioned, to improve recruitment efforts, employers in industries known to employ larger proportions of newcomers were targeted and contact names/titles were included in the sample in order to connect with the appropriate person as quickly as possible. Organizations that support employers in finding and recruiting newcomers were also contacted and asked to post information regarding the survey on their websites. In addition, employers who participated in focus groups were encouraged to promote the survey to other eligible employers. Finally, revisions to the introduction of the survey instrument were made during survey administration in an effort to improve response rates. In particular, the introduction was revised to emphasize that the survey was relevant to all employers and not just those who have hired newcomers. Prior to this change, some employers felt that their views would not be relevant because they do not “discriminate” based on candidates’ backgrounds. The introduction was also revised to facilitate connection with the person within the organization who could best answer survey questions.

Table 3 below provides a detailed call disposition for the employer survey:

Table 3: Employer Call Disposition

Code	Overall Call Status	Employer Survey	
Resolved Cases	Completions	Telephone: 294 Online:20 TOTAL: 314	8%
	Non-Qualifier	416	11%
Unresolved Cases	Incomplete Survey, Will Continue	3	0%
	Busy Signal	5	0%
	No Answer	83	2%
	Answering Machine, Message Left	990	25%
	Answering Machine, No Message Left	262	7%
	Soft Appointment	147	4%
	Hard Appointment	23	1%
	Call Answered, Call Again	308	8%
	Respondent Wants to Do Online	111	3%
	Supervisor Review	33	1%
Non-Responding	Household/Gatekeeper Refusal	197	5%
	Respondent Refusal	536	14%
	Second Refusal/Do Not Call Back	54	1%
	Second Hang up	2	0%
	Incomplete Survey (including web), Won't Continue	103	3%
	Moved	6	0%
	Communication Problem, Non-Language	8	0%
Invalid	No Phone Number/Incomplete Number	118	3%
	Not in Service	132	3%
	Fax/Modem Line	16	0%
	Wrong Number/Business vs. Household	75	2%
TOTAL		3942	100%

Table 4 shows the Marketing Research and Intelligence Association (MRIA) response rates and flow rates throughout the telephone survey administration period. While telephone surveying ended on November 17, the online portion of the employer survey remained open until December 31, 2014.

Table 4: Response and Flow Rate Tracking

Dates	Employer Response Rate (MRIA) ¹	Employer Flow Rate ²
Oct 20 – Oct 24	5.17%	0.79
Oct 24 – Oct 31	N/A	N/A
Nov 3 – Nov 6	7.71%	0.45
Nov 7 – Nov 13	11.87%	0.33
Nov 14 – Nov 20	14.5%	0.29
Nov 21 – Nov 27	6.29%	0.28

Data Analysis

To fully explore key findings from the employer survey, data were analyzed at the total level as well as by the following data cuts:

- Size of company (grouped into three categories): '20-49 employees', '50-99 employees', and '100+ employees' ;
- Employment Equity Act compliance (grouped into two categories): 'yes' (regulated employers) and 'no' (non-regulated employers);
- Region within Ontario: Respondents city of location were grouped into the following four Ontario regions: Central representing the Greater Toronto Area (GTA), and encompassing Hamilton /Niagara to the West, Oshawa to the East and Parry Sound/Huntsville to the North; Eastern Ontario, encompassing cities East of Oshawa; Western Ontario, encompassing cities West of and including Guelph; and Northern Ontario, encompassing cities beyond Parry Sound/Huntsville; and
- Industry sector: Based on the North American Industry Classification System (NAICS), industry categories were grouped into the following sectors:
 - Manufacturing/Transport - comprised of 2 NAICS industry categories: 'Manufacturing', and 'Transportation and warehousing';
 - Health/ Social - comprised of NAICS category 'Health care and social assistance';
 - Finance/ Business - comprised of 3 NAICS industry categories: 'Finance and insurance', 'Real estate and rental and leasing', and 'Business and support services, Management of companies and enterprises';

- Professional/ IT - comprised of 2 NAICS industry categories: 'Professional, scientific and technical services', and 'Information and cultural industries';
- Other Industry Sectors - comprised of all other NAICS industry categories, including 'Government and public administration' sector. Please note, due to the small base size of employers for 'Government and public administration' sector (n=13), survey results for this sector are not reported separately; and
- Non-Profit /Charitable - Respondents were asked to self identify if they operate/have work experience within this category. Please note that due to the small base size of employers (n=21), few comparisons can be reliably made between this and other industry sectors.

These data cuts enabled Malatest to explore differences by subgroup of interest. Each employer profile element is reported at the total level and, where possible/ appropriate, by the above data cuts (i.e., where notable differences exist). Please note that results for base sizes of less than 30 are reported by mean score only and data for base sizes of ten or less have been suppressed. Additionally, frequencies with a base of less than 50 are flagged to indicate to the reader that results should be interpreted with caution.

For consistency, occupation type analysis for the employer survey used the same categories (i.e., managerial, tactical/professional, and trades) as the newcomer survey. Please refer to 'newcomer analysis' above for a full definition of each category.

Focus Groups

To supplement quantitative data, Malatest conducted focus groups with employers and newcomers from various regions across Ontario, including London, North Bay, Hamilton, Ottawa and Toronto. Topics discussed during the focus groups were based on key issues identified in the surveys. A total of eleven focus groups (70 participants across all groups) were conducted with employers and newcomers. The following table displays, by region, the number of participants who attended a focus group.

Table 5: Focus Group Participation

Location & Date	Number of Newcomers	Number of Employers
London December 4 , 2014	4 (teleconference)	2 (teleconference)
Ottawa December 10, 2014	2 groups, 17 (in person)	2 (teleconference)
North Bay December 10, 2014	10 (in person)	1 (teleconference) 2 (in person)
Hamilton December 11, 2014	12 (in person)	4 (teleconference)
Toronto December 11, 2014	4 (teleconference) 7 (in person)	4 (teleconference) 1 (in person)
Total = 70	54	16

Focus groups were conducted between December 4th and December 11th, 2014 and each lasted 60 to 90 minutes. All focus group participants were provided with refreshments and a \$75 honorarium. Facility sites were secured for all locations with the exception of London. The London employer and newcomer focus groups were conducted via teleconference from Malatest's Toronto office, while the other focus groups were conducted in-person at accessible locations within each region (note that some participants attended the in-person sessions via teleconference).

At the end of the employer and newcomer surveys, respondents were asked if they were willing to participate in a focus group. Respondents who indicated a willingness to participate in the focus groups were entered in two focus group sample databases (one for employers and one for newcomers). These databases were stratified by region and were used to recruit participants for the focus groups across Ontario.

Several attempts were made to contact all potential focus group participants, including sending an initial email invitation, and email/telephone follow-up. The focus group invitation and moderator guides are located in Appendix H. Among the potential participants, some were unable to travel due to conflicts; however, most were willing to participate via teleconference. Participants who confirmed their ability to participate in-person were reserved a space at their desired location. Participants who confirmed their ability to participate via teleconference were placed on another reserved list. Names from this list were used to supplement locations where less than eight in-person participants had been confirmed.

For regions outside of Toronto, additional recruitment efforts were made to secure a sufficient number of participants for the newcomer focus groups. Recruitment was conducted by host facilities in North Bay and Hamilton and by newcomer agencies in Ottawa. These agencies sent their clients invitations to the survey and focus groups, and interested participants contacted Malatest for further information and scheduling arrangements.

Focus group results were summarized; an activity which involved listening to the audio recording of each focus group and recording the main points expressed. Key findings from the focus groups have been incorporated into the Final Report, and were used in the development of overall recommendations for Maytree/ALLIES.

Environmental Scan of Employer Toolkits/Resources

Following the completion of surveys and focus groups, a national environmental scan of existing employer toolkits and resources for newcomer employment was conducted. The purpose of the environmental scan was to assess the extent to which existing toolkits and resources address the needs/issues identified during the surveys and focus groups. In addition, findings from the environmental scan have been used to provide recommendations regarding the promulgation and use of existing toolkits, or development of new toolkits.

Web searches using Google as well as searches on federal and provincial government websites were conducted. Toolkits and resources were sought both federally and provincially, with the majority of resources found in Alberta, British Columbia, Nova Scotia, and Ontario. A keyword search method was employed to identify relevant toolkits and resources. Reference lists for all toolkits and resources deemed relevant were also searched for related sources. A list of the employer toolkits is located in Appendix B.

Ideation Session

Following the completion of surveys and focus groups, a two hour ideation session was conducted with 20 key stakeholders on January 21, 2015 at Malatest's Toronto office. The ideation session included representation from Malatest's research team, Maytree/ALLIES, representatives from the Province of Ontario, regulated professions in Ontario, policy and program advisors from the federal and provincial government, post-secondary institutions, immigrant settlement agencies, and representatives from large and medium sized businesses.

The session included a presentation of key findings from the study and discussion of recommendations for policy development related to supporting the employment of newcomers and better supporting employers in hiring newcomers. The ideation session invitation and discussion points are located in Appendix I. Recommendations and key findings from the ideation session have been incorporated in the Final Report, and have been used in the development of overall recommendations for Maytree/ALLIES.

Limitations

The following challenges were encountered during the completion of the *ALLIES' Employer and Newcomer Perceptions of Employment Barriers and Solutions* study:

Results not Representative

Study results are not representative of Ontario employers or of the Ontario immigrant population. While all participants met the study criteria, it was not possible to obtain random samples of Ontario employers or immigrants. As previously mentioned, employers were targeted from industries most likely to hire newcomers. Random dialing of newcomers was abandoned in favour of contacting them through immigrant serving agencies.

In addition, the newcomer sample included members of Research Now's online panel. Online panels utilize samples of convenience; respondents opt-in as opposed to being randomly recruited. This sample bias is compounded by the fact that citizens who do not have access to a computer are not given the opportunity to participate. Online panels are not, therefore, representative of the population examined. That being said, all newcomers who participated in this research were screened to ensure they met the criteria established for the study. Their views are, therefore, valid and consistent with the objectives of this study.

Time Commitment

Part of the data collection period for surveys and focus groups occurred close to the end of the 2014 year. This timeframe was especially challenging for employers and employed newcomers as many had year-end work commitments and/or scheduled vacation time. Employers are, traditionally, a challenging group to engage, and these factors compounded the difficulty of securing their participation in the survey and/or focus groups.

Despite extensive efforts to reduce the length of the survey instruments during the survey design phase, they remained somewhat lengthy which posed another challenge to survey completion.

Connecting with Appropriate Person

When contacting employers over the telephone, connecting to the appropriate staff person in a timely manner was a challenge. Frequently, the contact information provided through InfoCanada would connect Malatest to reception/an operator and Malatest's survey staff would then need to ask to speak with someone from the organization in charge of hiring. This was confusing for some receptionists/operators.

To mitigate this challenge, the introductory script for the employer survey was revised so that survey staff could more easily connect with the appropriate staff person. The InfoCanada sample was also supplemented with contact details (name and title) for human resources representatives from employers in the sample. These approaches greatly improved the ability of survey staff to connect with the appropriate staff person in a timely manner.

Recruitment for the newcomer survey was attempted over the telephone via a general population sample. Due to the very low incidence of connecting with eligible newcomers, this approach was abandoned. Instead, Malatest focused recruitment efforts on contacting immigrant serving agencies across Ontario to ask for their assistance in promoting the survey to their newcomer clients. In this way, eligible participants could be located more quickly and easily.

Impact of Confidentiality and Privacy Concerns

Due to confidentiality and privacy concerns, client lists from agencies were not provided to Malatest to supplement sample for the employer and newcomer surveys. Instead, agencies associated with Maytree/ALLIES assisted in the promotion of the survey/focus groups by posting links on their websites, and advertising in newsletters. As a result, Malatest was unable to directly contact potential participants and monitor survey completions from these sources.

Applicability of Topic

Some employers were reluctant to participate in the survey because they felt that the topic of newcomer employment was not relevant to their organization. Employers explained that, because they did not differentiate among potential candidates for employment positions based on their background, their views would not be relevant to the study. As a result of this feedback from survey staff, the introduction to the employer survey was revised to emphasize that employers would be asked about their general hiring experiences and that it was important to hear from employers who had no experience hiring newcomers as well as those who had this experience.

Profile: Newcomers

The following section profiles newcomers who responded to the survey (n=310). Newcomers were asked to provide some demographic details in order to assess their eligibility to participate in the study and provide context for their answers. Questions asked covered newcomers' current status in Canada, location within Ontario, length of time in Canada, gender, age, country of origin, ethnic identity, languages spoken, educational attainment, previous work experience (i.e., industry sector and occupation trained in), and income.

Newcomer Status

Newcomers were asked to indicate their current status in Canada. The majority (74%) of newcomers were landed immigrants or permanent residents, approximately one quarter (24%) were Canadian citizens, and a few (3%) identified themselves as protected persons.

Location in Ontario

Newcomers were asked to identify the Ontario city in which they were currently living. The table below shows the distribution of newcomers by Ontario Census Metropolitan Area (CMA) and compares them with the estimated Ontario and Immigrant populations for 2013/14 among persons aged 18 to 64. The distribution of newcomers per CMA is not representative of the Ontario population of immigrants per CMA, with areas such as Ottawa, Kingston, Hamilton, London, Barrie, and Sudbury being overrepresented, and areas such as Toronto, Kitchener-Cambridge-Waterloo, Windsor, and Thunder Bay being underrepresented. The greatest concentration of newcomers responding to the survey were located in Toronto (64.2%), Ottawa (9.7%), all other cities not identified as CMAs (combined 8.7%), and Hamilton (5.8%). The remaining locations have fewer than 4% of newcomers per CMA.

**Table 6: Location of Newcomers Compared to
Ontario Census Metropolitan Areas**

Newcomers by CMA	Number of Newcomer Completions	% of Newcomers	Estimated 2013/14 ON Immigrants	% of Immigrant Population	Estimated 2014 ON Population	Immigrant % of ON Population
Ontario	310	100%	74,809	100%	8,862,776	0.8%
Ottawa-Gatineau, Ontario part	30	9.7%	3,971	5.3%	656,851	0.0%
Kingston	9	2.9%	282	0.4%	110,109	0.0%
Peterborough	0	0.0%	109	0.1%	76,890	0.0%
Oshawa	0	0.0%	431	0.6%	249,358	0.0%
Toronto	199	64.2%	58,655	78.4%	4,027,630	0.7%
Hamilton	18	5.8%	2,439	3.3%	488,428	0.0%
St. Catharines-Niagara	3	1.0%	662	0.9%	250,825	0.0%
Kitchener-Cambridge-Waterloo	2	0.6%	1,904	2.5%	333,985	0.0%
Brantford	1	0.3%	136	0.2%	90,111	0.0%
Guelph	2	0.6%	552	0.7%	99,529	0.0%
London	11	3.5%	1,649	2.2%	325,232	0.0%
Windsor	4	1.3%	1,161	1.6%	212,626	0.0%
Barrie	2	0.6%	260	0.3%	130,726	0.0%
Greater Sudbury	2	0.6%	141	0.2%	107,627	0.0%
Thunder Bay	0	0.0%	119	0.2%	80,582	0.0%
All other cities	27	8.7%	2,338	3.1%	1,622,267	0.0%

Newcomer Survey: In what Ontario City do you currently live?

Statistics Canada: Table 051-0001 and Table 051-0057

Location by Ontario Regions

Approximately three quarters (76%) of newcomers resided in Central Ontario, followed by Eastern Ontario (13%), Western Ontario (7%) and the remaining 4% of newcomers in Northern Ontario. (Please refer to the Methodology Section for a definition of the geographical regions.)

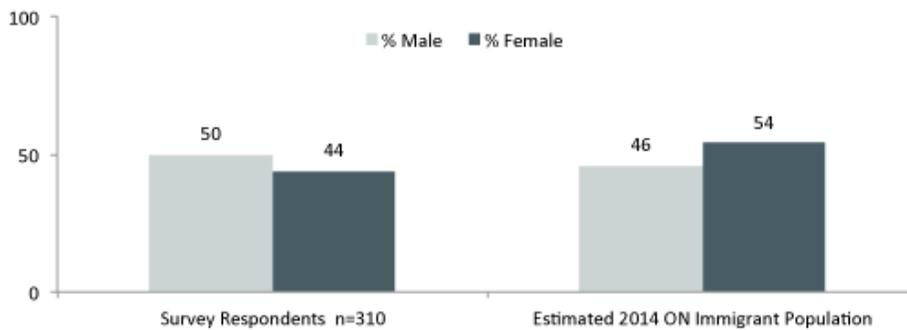
Length of Time in Canada

Newcomers were asked how long they had been living in Canada. Just under half (45%) of the newcomers interviewed for this study had lived in Canada between 1 and 5 years, approximately one third (32%) had lived in Canada for 6 to 10 years, and just under one quarter (23%) were recent arrivals, having lived in Canada for less than a year.

Gender

Newcomers were asked to indicate their gender. While the majority of newcomers selected their gender as either male (50%) or female (44%), a few chose to identify as 'other' (5%) or refused to answer (1%). The chart below shows that the male/female distribution of newcomers is not representative of the 2014 estimated Ontario immigrant population; a larger proportion of males than females responded to the survey. Among subgroups of interest, a notably larger proportion of males were recent newcomers to Canada (63% vs. 46% of males in Canada 1-5 years and 46% in Canada 6-10 years).

Chart 1: Newcomers Compared to Ontario Immigrant Population by Gender



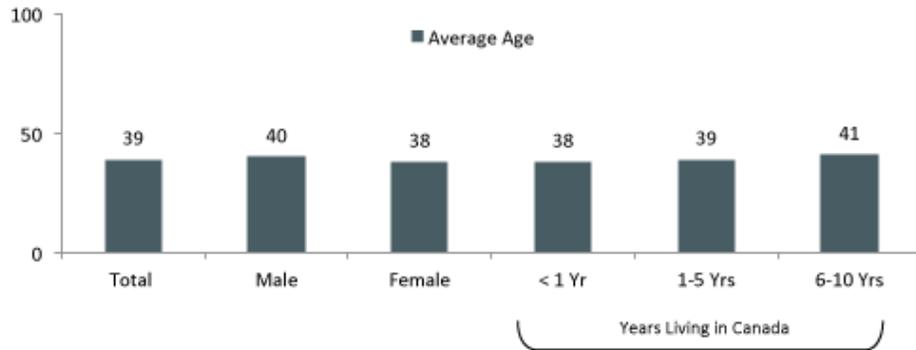
Newcomer Survey: What is your gender?

Statistics Canada. Table 051-0011 – International migrants, by age group and sex, Canada, provinces, and territories, annual (persons)

Age

The majority of newcomers (61%) were in the '30-44 years' age group and 26% were in the '45+ years' age group. An additional 13% were in the '18-29 years' age group. The chart below shows that newcomers who were male (mean age of 40 years) were slightly older than those who were female (mean age of 38 years), and those who had lived in Canada for over 5 years (mean age of 41 years) were older than those who lived in Canada for a shorter period.

Chart 2: Newcomers by Age



Newcomer Survey: What is your age? (Mean score)

Country of Origin

Newcomers were asked to indicate their country of origin. The majority of newcomers were from non-English speaking countries, with 36% from South and East Asia and 39% from other non-English speaking countries. One-quarter of newcomers originated in English speaking countries. For a full list of countries by category, please refer to Appendix A.

Ethnic Identity

The ethnic groups newcomers most identified with were Chinese (10%), East Indian (10%), English (9%), Filipino (5%), and Iranian (5%). The proportion of newcomers identifying another ethnicity was 4% or less. (Please refer to Appendix A for a complete distribution of newcomers per ethnic identity).

Languages Spoken

Almost two-thirds (65%) of newcomers were fluent in more than one language. The most frequently mentioned languages newcomers indicated were: English (86%); French (12%); Chinese (4% Cantonese, 9% other Chinese); and Urdu, Hindi and Arabic (10% each). The proportion of newcomers fluent in another language was 7% or less. (Please refer to Appendix A for a complete distribution of languages spoken).

Education

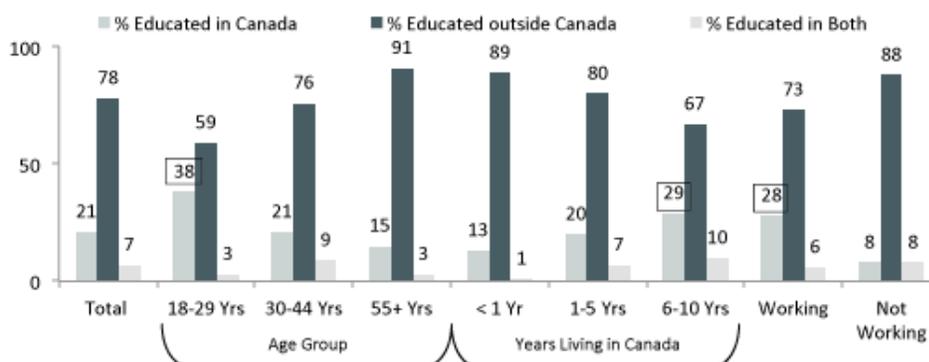
HIGHLY EDUCATED

Newcomers were asked to identify the types of post secondary education they had attained and where their education was completed. Over half (55%) of newcomers had a university degree and almost one third (32%) held a Masters degree. Fewer newcomers held a college degree (17%), post-graduate certificate (8%), PhD or doctorate (7%), or trades certificate (6%). While the majority (77%) of newcomers held only one credential, 18% held two credentials, and 4% held three post-secondary credentials.

LESS LIKELY TO HAVE HAD EDUCATION OR TRAINING IN CANADA

While the majority of newcomers had completed their education outside of Canada (78%), newcomers with Canadian post-secondary education were more likely to be working (28% vs. not working at 8%), living in Canada for a longer period of time (1-5 years at 20% and 6-10 years at 29% vs. <1 year at 13%), and be younger (18-29 years at 38% vs. 30-44 years at 21% & 45+ years at 15%) (Chart 3).

Chart 3: Where Education Completed by Age, Length in Canada and Work Status



Newcomer Survey: Where did you complete your education?

Newcomers were also asked whether they had attained any additional credentials or designations since moving to Canada. Over one-third (36%) of newcomers reported that they had attained additional education; primarily, certificates (37%) for various online or short term training programs including, software and computer skills (e.g., Accounting programs, Microsoft Office), safety skills (e.g., WHIMIS, First Aid), banking skills (e.g., investment and securities programs), business management, leadership and language skills, and non identified 'certificates'. The next most common credential was for a specific license or designation associated with a regulated profession (e.g., P.Eng. for

professional engineers). Other types of formal education (e.g., college diplomas, university degrees, bridging programs) were attained by 6% of newcomers or fewer. Among newcomers who had attained credentials or designations since moving to Canada, 77% reported that they were currently employed.

Previous Work Experience in Field Related to Education/ Training

.....
CONSIDERABLE AMOUNT OF WORK EXPERIENCE
(CANADIAN OR OTHERWISE)
.....

When asked whether they had previous work experience in their field of education or training, the majority of newcomers (81%) indicated that they did have prior work experience. One half of these newcomers had work experience in their field outside of Canada only, while the remainder had either Canadian work experience (13%) or a combination of both Canadian and foreign work experience (36%).

Work Experience by Industry

The following table shows the proportion of newcomers with previous work experience by industry sector, and the distribution of Ontario's 2014 work force by industry. Compared to Ontario's overall workforce, a larger proportion of surveyed respondents had worked in 11 of the industries shown below, with the most notable differences being in 'Finance, insurance, real estate and leasing' (19% vs. 7%), 'Professional, scientific and technical services' (14% vs. 8%), 'Business and support services' (14% vs. 5%), and 'Educational services' (14% vs. 7%).

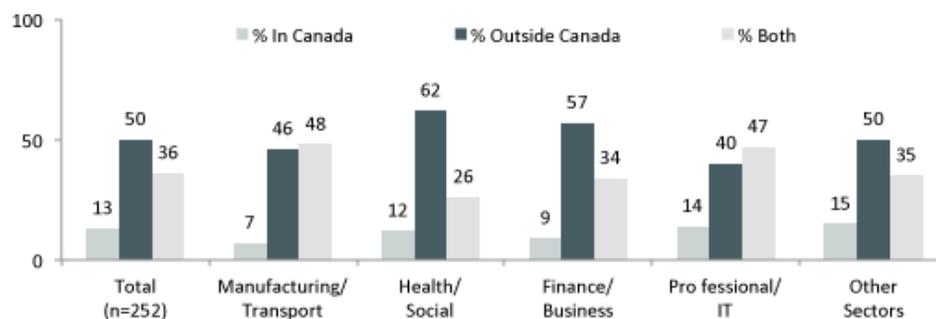
**Table 7: Newcomer Previous Work Experience
As Compared with Ontario Work Force by Industry**

Industry	Newcomer (n=310)	2014 Ontario
Agriculture, forestry, fishing and hunting, oil and gas extraction, mining	9%	2%
Utilities	2%	1%
Construction	10%	7%
Manufacturing	12%	11%
Wholesale trade	4%	4%
Retail trade	11%	12%
Transportation and warehousing	5%	5%
Finance, insurance, real estate and leasing	19%	7%
Professional, scientific and technical services	14%	8%
Technology and information	16%	N/A
Business and support services	14%	5%
Educational services	14%	7%
Health care and social assistance	18%	12%
Culture and recreation	2%	5%
Accommodation and food services	5%	7%
Government and public administration	8%	5%
Not for profit or charitable organizations	8%	N/A

Newcomer Survey: What sector or industry categories have you work experience in (select all that apply)? Multiple responses, values do not add to 100%

Statistics Canada: Table 282-008

The chart below shows the distribution of newcomers by location of previous work experience and industry. As shown, a much larger proportion of newcomers had Canadian work experience in 'Manufacturing/Transport' (48%) and 'Professional /IT' (47%) than those in the 'Health/Social' sector (26%). (Please refer to the Methodology Section for a definition of the industry subgroups.)



Newcomer Survey: Have you worked in the field you were educated or trained in, for one or more years? Was this experience in Canada, outside Canada or both?

Occupation Type

The majority of newcomers (60%) reported that they had worked in a tactical or professional type of occupation, with just over one third (36%) having held a managerial position and 13% having worked in a trade. (Please refer to the Methodology Section for a description of each occupational type.)

Employment Status

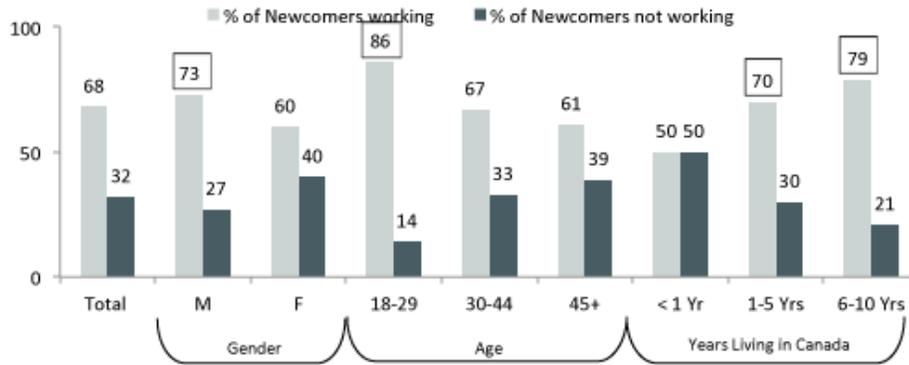
.....
MALES AND THOSE LIVING IN CANADA LONGER
MORE LIKELY TO BE WORKING
.....

Newcomers were asked to indicate their current work status. Over two-thirds of newcomers indicated that they were working in a paid position as full-time, part-time, casual, on contract or in a paid internship (combined 67%). Very few newcomers (1%) were working in an unpaid placement and 32% of newcomers were unemployed and looking for work. In addition, over half (55%) of working newcomers had been in their current job for more than a year.

The chart below suggests that the longer a newcomer has lived in Canada, the better their prospects are for employment. As shown, 79% of newcomers who had lived in Canada for 6-10 years and 70% who had lived in Canada 1-5 years were working; this compares to just 50% of recent newcomers to Canada (<1 year) who reported that they were employed. Among the subgroups of interest, a slighter larger proportion of males were working than females (73% vs. 60%), and a much larger proportion of younger newcomers (18-29) were working compared to older (30+) newcomers (86% vs. 67% of 30-40 year olds and 61% of those 45+).

These finding are validated by literature. A 2014 literature review and report on 'The Role of Employers in Bridging Newcomers' Absorption and Integration in the Canadian Labour Market' states that "the literature...suggests that over a time span of generally ten years, newcomers will have either attained employment stability or be employed in their intended occupation or the equivalent" (Godin & Renaud, 2005; Plante, 2011) (p.22). The same report also notes, "Plante (2011) states: "Being male, not being a member of a visible minority group, living in a married or common-law relationship, having pre-school children, and living in population centres also figured among the characters and determinants more closely associated with a 'positive' integration of full-time full-year paid workers in the Canadian labour market (p. 60)""³⁹.

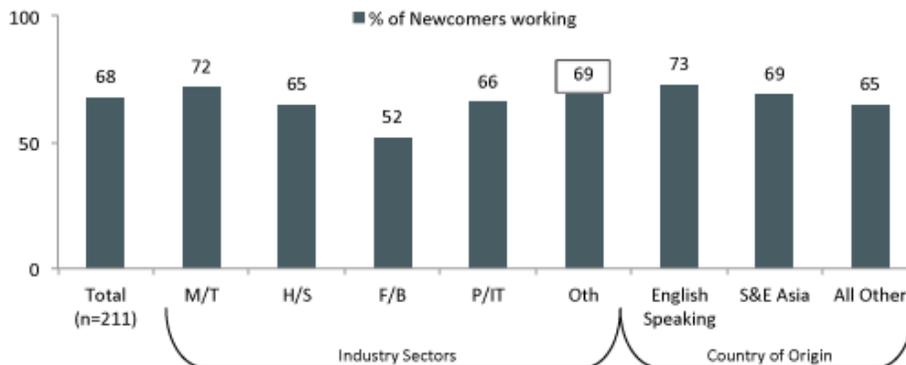
Chart 5: Newcomers by Work Status



Newcomer Survey: What is your current job status? (Recoded to working/not working)

Among other subgroups of interest, Chart 6 shows that newcomers were significantly more likely to be working in ‘Manufacturing/Transport’ or ‘Other’ industry sectors than they were to be working in the ‘Finance/Business’ sectors (72% and 69% vs. 52%). Not surprisingly, newcomers from English speaking countries were more likely to be working than newcomers from other countries (73% vs. 69% and 65%).

Chart 6: Working Newcomers by Industry and Country of Origin



Newcomer Survey: What is your current job status? (Recoded to working/not working)

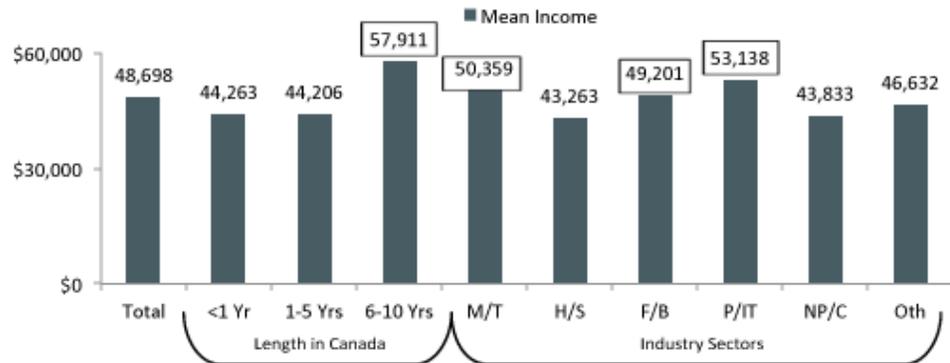
Income

.....
LONGER DURATION IN CANADA LINKED TO HIGHER INCOME

Newcomers were asked their 2013 household income. Four in ten newcomers indicated their household income was below \$40,000, with 27% reporting an income between \$40,000 and \$80,000. A total of 16% had an income in excess of \$80,000. The chart below displays the mean 2013 household income of newcomers by various subgroups. A notably higher income was observed

among newcomers who had lived in Canada for 6-10 years compared to those who had lived in Canada for a shorter period of time (mean income of \$57,911 vs. 1-5 years at \$44,206 and <1 year at \$44,263). Among industry subgroups, newcomers with experience in 'Professional/IT', 'Manufacturing/Transport', and 'Finance/Business' sectors reported higher incomes than those in 'Health/Social' or 'Non-profit/Charitable' industry sectors (\$53,138, \$50,359, \$49,201 vs. \$43,263 and \$43,833 respectively).

Chart 7: Newcomers by 2013 Household Income



Newcomer Survey: What was your household income in 2013 (mean)?

The table below shows the mean 2013 income of newcomers compared to the first and eighth year incomes of Ontario immigrants. Although it would appear that the average income for educated female newcomers in 2013 is higher than in 2007, and for male newcomers it is lower, the reader is reminded that newcomer survey results are not representative of all Ontario newcomers with postsecondary education.

**Table 8: Average Employment Income
Newcomer vs. Ontario Immigrant 1st and 8th Years in Canada**

Women			Men		
Newcomer 2013 Income	Immigrants with PSE 1st Yr (1999)	Immigrants with PSE 8th Yr (2007)	Newcomer 2013 Income	Immigrants with PSE 1st Yr (1999)	Immigrants with PSE 8th Yr (2007)
\$46,700	\$26,000	\$43,100	\$50,200	\$41,400	\$64,500

Newcomer Survey: What was your household income in 2013?

StatisticsCanada:Rollin,A.TheIncomeofImmigrantsWhoPursuePostsecondaryEducationin Canada. Statistics Canada Catalogue no. 75-001-X

Profile: Employers

Employers (n=301) were asked to provide some demographic details to assess their eligibility to participate in the study and provide context for their answers. The following section profiles employers who responded to the survey in terms of their job title, the length of time they had been with their organization, their company size, office type, whether their organization is mandated under the federal Employment Equity Act, the geographical region of their organization, and the industry or sector in which their organization operates.

Title or Position and Length of Time with Company

To gain insight into respondents' ability to speak about the hiring practices of their organization, they were asked to indicate their title or position and how long they had been with the organization. Approximately half (48%) of respondents indicated that they were directly involved in human resource (HR) activities with their organization. A total of 22% held a senior management position (i.e., owner/president/CEO at 4% or VP/Sr. director or manager at 18%), and approximately one in five (19%) held an administrative position within their company. For ease of reporting, all respondents responding to the Employer survey, regardless of title, will be referred to as "employers."

Over half (56%) of employers had been with their organization for more than five years. Employers working at smaller companies were more likely to have been with their organization for more than five years than were employers at larger companies (20 - 49 employees at 68% vs. 50-99 employees at 55% and 100+ at 51%).

Company Size

The table below shows the number and distribution of employers by company size, and the number and distribution of 2014 Ontario businesses per equivalent company size. Over half (56%) of responding employers reported that their organization had over 100 employees. This represents a greater proportion of employers compared to the overall proportion of Ontario businesses per company size (56% vs. 16%). Conversely, smaller companies (20 - 49 employees) are underrepresented when compared with Ontario businesses (26% vs. 63%). However, the proportion of employers with 50 to 99 employees is roughly comparable to this company size within Ontario businesses (18% vs. 21%).

Table 9: Responding Employers Compared with Ontario Businesses, by Number of Employees

Company Size by # of Employees	# of Employers Completing Survey	% of Responding Employers	# of Ontario Businesses (2014)	% of Ontario Businesses
20 to 49	78	26%	35,179	63%
50 to 99	53	18%	11,627	21%
100+	170	56%	9,145	16%
Total	301	100%	55,951	100%

Employer Survey: How many employees work for your organization?

Statistics Canada. Table 551-0006 - Canadian business patterns, location counts, employment size and North American Industry Classification System (NAICS), national industries, by Canada and provinces, June 2014

Office Type

When asked whether their office location was the headquarters of their organization, a branch office, or a standalone single location, two thirds (66%) of employers indicated that they were responding from a head office location, 27% from a branch location, and 6% from a standalone single location. Among companies with 100+ employees, a larger proportion of respondents were located in a branch location (31% vs. 20-49 employees at 19% and 50-99 employees at 26%). Conversely, a larger proportion of respondents in smaller companies were located in single, standalone offices (13% vs. 50-99 employees at 8% and 100+at 3%).

Employment Equity Act Compliance

.....
 NEARLY HALF OF SURVEYED EMPLOYERS WERE REGULATED TO COMPLY
 WITH EMPLOYMENT EQUITY ACT

Employers were asked whether they were mandated to comply with federal Employment Equity Act legislation³⁷. Approximately 200 of the 500 listed federally regulated private sector employers had their head offices located in Ontario.³⁸ Approximately half (47%) of surveyed employers were regulated to comply with the Act. When results are compared by industry sector, a larger proportion of ‘Health/Social’ sector employers (58%) were regulated

37 The *Employment Equity Act* promotes equitable representation for women, Aboriginal peoples, persons with disabilities and members of visible minorities who work in federally regulated workplaces. Crown corporations, public sector employers and federally regulated private sector employers with 100 or more employees are covered under the Act. The federally regulated private sector is made up of four sectors: Banking (all major Canadian banks); Communications (radio and television broadcasting, telecommunications, postal and courier services); Transportation (employers in air, bus, rail and water transportation, inter-provincial trucking, investigation and security services; and other sectors such as energy, mining, utilities, scientific and technical services, and public administration. http://www.labour.gc.ca/eng/standards_equity/eq/pubs_eq/annual_reports/2013/index.shtml

38 http://www.labour.gc.ca/eng/standards_equity/eq/emp/leep/list/a_h.shtml

(‘Manufacturing/Transport’ at 43%, ‘Finance/Business’ at 46%, ‘Professional/IT’ at 26%, ‘Other Sectors’ at 57%).

Company Location

Employers were asked to indicate the geographical areas in which they operate within Ontario, within Canada and internationally. In addition to operating within Ontario, the following chart shows the areas outside of Ontario in which employers operate. A larger proportion of employers indicated they also operate in Quebec (26%), Western Canada (24%) and/or internationally (23%) compared to the Atlantic region (15%) or Northern Canada (6%). A larger proportion of employers with 100+ employees indicated that they operate in areas outside of Ontario than employers with fewer employees (4% vs. 6% or fewer in Atlantic Canada; 36% vs. 15% or fewer in Quebec; 35% vs. 15% or fewer in Western Canada; 9% vs. 2% or fewer in Northern Canada; and 31% vs. 23% or fewer internationally).

Chart 8: Regions Other Than Ontario in Which Companies Operate



Employer Survey: In what geographical area does your company operate (select all that apply)?

Employers were also asked to indicate the Ontario city or cities in which they operate. Table 10 shows the distribution of employers by Ontario Census Metropolitan Areas (CMA) and the overall distribution of Ontario businesses. City locations overrepresented in the survey include: Ottawa-Gatineau (11% vs. 5.5%), Kingston (2% vs. 0.4%), Peterborough (2% vs. 0.1%), Brantford (1% vs. 0.2%), Barrie (1% vs. 0.1%), Greater Sudbury (2% vs. 0.2%), and Thunder Bay (1% vs. 0.1%). The only underrepresented city was Toronto (32% vs. 77.7%). Please also note that a sizable proportion of employers (36%) operate outside a designated CMA.

Table 10: Location of Employer Compared to Ontario Census Metropolitan Areas

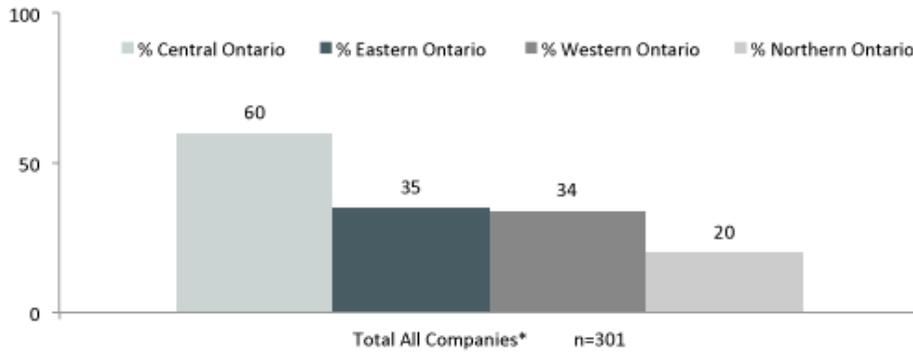
Employers by CMA	Number of Employer Completions	% of Employers	2014 Ontario Businesses	% of 2014 Ontario Businesses
Ontario	301	100	7,055,645	100
Ottawa-Gatineau, Ontario part	32	11	530,881	5.5
Kingston	5	2	87,414	0.4
Peterborough	6	2	59,020	0.1
Oshawa	3	1	20,1676	0.7
Toronto	96	32	3,269,063	77.7
Hamilton	9	3	387,820	3.2
St. Catharines-Niagara	4	1	193,331	0.9
Kitchener-Cambridge-Waterloo	9	3	274,024	2.8
Brantford	4	1	69,947	0.2
Guelph	5	2	81,046	0.9
London	6	2	260,369	2.3
Windsor	3	1	168,825	1.9
Barrie	4	1	106,309	0.3
Greater Sudbury	5	2	84,435	0.2
Thunder Bay	4	1	62,178	0.1
Cities not listed as CMAs	108	36	N/A	N/A

Employer Survey: In what Ontario City is your specific office or branch located?

.....
 NEARLY HALF OF EMPLOYERS OPERATED IN MULTIPLE ONTARIO LOCATIONS; 8% OPERATE PROVINCE-WIDE

The chart below shows the distribution of companies in each region. A total of 60% indicated they operate in Central Ontario. Across all company sizes, a greater proportion of employers reported that they operate in Central Ontario than in any other Ontario region. For companies with one location only, the majority (57%) indicated that they are located in Central Ontario. Approximately half (48%) of companies indicated they operate in multiple locations (8% indicated they operate Ontario-wide). (Please refer to the Methodology Section for a definition of the geographical regions.)

Chart 9: Ontario Regions in Which Companies Operate



Employer Survey: In what Ontario cities does your company operate (Recoded to regions)? Note:

**Total exceeds 100% due to multiple response.*

Industry

Employers were asked to indicate the industry or sector in which they operate. (Please refer to the Methodology Section for a definition of industry sectors). The table below shows the distribution of employers by industry and the distribution of Ontario businesses for companies of equivalent size (i.e., 20 to 100+ employees). Employers in the 'Health Care and Social Assistance' sector represented the largest proportion of surveyed employers (33%), followed by 'Manufacturing' (14%), and 'Finance, Insurance, Real Estate and Leasing' (8%). When compared with Ontario businesses, the following industries are overrepresented: 'Health Care and Social Assistance' (33% vs. 8%), 'Manufacturing' (14% vs. 7%), 'Technology and Information' (6% vs. 2%), and 'Government and Public Administration' (4% vs. 2%). The following industries are underrepresented: 'Construction' (1% vs. 7%), 'Wholesale Trade' (1% vs. 7%), 'Retail Trade' (1% vs. 15%), 'Business and Support Services' (3% vs. 7%), and 'Accommodation and Food Services' (2% vs. 13%).

Table 11: Employers by Industry as Compared with Ontario Businesses

Industry	Number of Employers	% of employers	Number of Ontario Businesses	% of Ontario Businesses
Agriculture, Forestry, Fishing and Hunting	3	1%	805	1%
Oil and Gas Extraction, Mining	4	1%	161	<1%
Utilities	4	1%	153	<1%
Construction	3	1%	3,702	7%
Manufacturing	42	14%	6,067	7%
Wholesale Trade	3	1%	4,093	7%
Retail Trade	3	1%	8,188	15%
Transportation and Warehousing	16	5%	2,082	4%
Technology and Information	17	6%	1,045	2%
Finance, Insurance, Real Estate and Leasing	25	8%	5,575	10%
Professional, Scientific and Technical Services	17	6%	3,135	6%
Business and Support Services	10	3%	4,024	7%
Educational Services	9	3%	1,024	2%
Health Care and Social Assistance	98	33%	4,262	8%
Arts, Entertainment and Recreation	5	2%	1,215	2%
Accommodation and Food Services	7	2%	7,553	13%
Government and Public Administration	13	4%	850	2%
Other Services (except Public Administration)	1	<1%	2,067	4%
Not For Profit or Charitable Organizations	21	7%	Not Available	-
Total	301	100%	55,951	100%

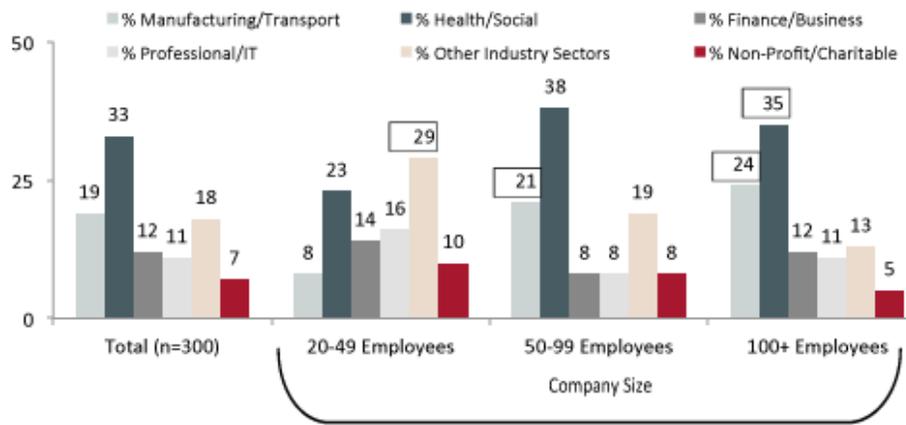
Employer Survey: What sector or industry categories does your organization operate within?

Statistics Canada. Table 551-0006 - Canadian business patterns, location counts, employment size and North American Industry Classification System (NAICS), national industries, by Canada and provinces, June 2014

.....
**LARGER EMPLOYERS MORE LIKELY IN 'HEALTH/SOCIAL' AND
 'MANUFACTURING/TRANSPORT';
 SMALLER EMPLOYERS MORE LIKELY IN 'OTHER' INDUSTRIES**

As indicated in the chart below, employers in the 'Health/Social' sector represented the largest proportion of employers interviewed for this study (33%). Additionally, organizations operating in the 'Health/ Social' sector were larger than organizations operating in other sectors (100+ employees at 35% vs. 20-49 employees at 23%). Larger employers were also significantly more likely to be operating in 'Manufacturing/Transport' than employers with 20-49 employees (100+ at 24% and 50-99 at 21% vs. 20-49 at 8%). Smaller employers were more likely to be operating in 'Other Industry' sectors (29% vs. 50 to 99 employees at 19% and 100+ at 13%).

Chart 10: Employer Industry Sectors by Company Size



*Employer Survey: What sector or industry categories does your organization operate within?
 (Recoded to group industries)*

Experiences Securing Employment and Hiring Newcomer Talent

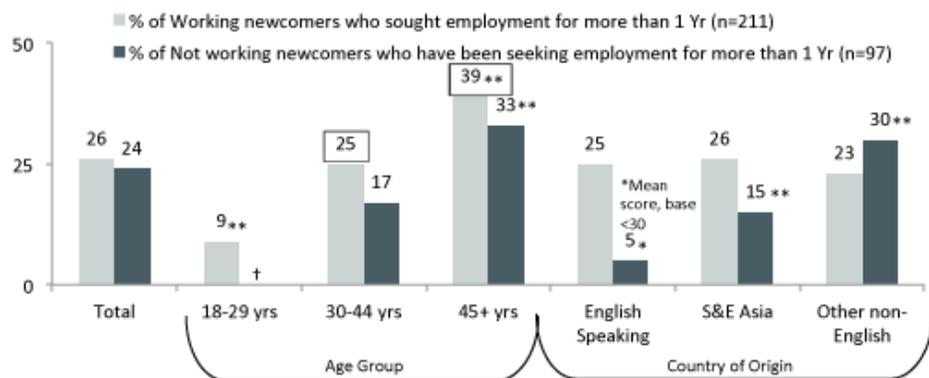
This section presents survey findings on newcomers’ experiences when seeking employment, and employers’ experiences of finding and retaining newcomer talent.

Length of Time Newcomers Spent Seeking Work

.....
OLDER NEWCOMERS MORE LIKELY TO SEARCH LONGER FOR EMPLOYMENT

Newcomers were asked how long they had been looking for work. Regardless of whether they were currently working or still sought employment at the time of the survey, approximately three quarters (74% working, 76% not working) had spent less than one year seeking employment. Among those who had been looking for work for more than a year, a larger proportion were older newcomers (among those working, 39% were 45+ years vs. 25% were aged 30-44 years and 9% were aged 18-29; among those not working, 33% were 45+ years vs. 17% aged 30-44) (Chart 11). While roughly equal proportions of working newcomers across the countries of origin had sought employment for more than 1 year, a larger proportion of newcomers from non-English speaking countries sought employment for a longer period compared to those from English speaking countries (combined ‘S&E Asia’ and ‘Other non-English’ at 45% vs. English speaking, mean score of 5).

Chart 11: Length of Time Newcomers Spent Seeking Work



Newcomer Survey: How long have/had you been looking for work?

**Base size <30, mean score only. **Base size less than 50, interpret with caution. † base size <10, data suppressed.*

Finding Suitable Candidates

.....
ALMOST HALF OF EMPLOYERS (47%) HAD NO DIFFICULTY FINDING
SUITABLE CANDIDATES (NEWCOMER OR NOT)
.....

Employers were asked to indicate the degree of difficulty they had in finding suitable candidates (newcomer or not) to fill positions requiring a post-secondary credential. Approximately half (47%) of all employers indicated they had no difficulty finding suitable candidates. Only 15% of employers indicated that it was 'difficult' or 'very difficult' to find suitable candidates. Across the subgroups of interest, this proportion remained relatively constant (range of 12-16%) with a few exceptions: 23% of employers with 50-99 employees, 25% of employers operating in Northern Ontario, 19% of Health/Social and 9% of Professional/IT sector employers found it 'difficult' or 'very difficult' to find suitable candidates to fill positions requiring a post-secondary credential.

Proactively Seeking Immigrant Talent

.....
JUST OVER ONE-QUARTER OF EMPLOYERS PROACTIVELY LOOK FOR
IMMIGRANT TALENT, MOSTLY CLOSE TO OFFICE
.....

When asked whether they proactively look for immigrant talent, the majority (69%) of employers indicated that they do not, while a few (5%) did not know whether or not their company proactively looks for immigrant talent or not. Larger employers were more likely to report that their organization proactively looks for immigrant talent (31% vs. 20 - 49 employees at 26% and 50-99 employees at 13%). No discernible differences were found across the subgroups of interest, with the proportion of employers indicating that they proactively look for newcomer talent ranging from 28% to 21% across all Ontario regions, and 20% to 31% across the industries/sectors.

Employers may not proactively look for immigrant talent because, as previously noted, roughly half (47%) say it is 'not at all difficult' to find suitable candidates. It may also be the case that they do not proactively look for *any* talent, immigrant or Canadian-born. Of the employers who do not proactively look for immigrant talent (n=222), 76% indicated that while they do not proactively look, they do receive resumes from newcomers. A small proportion of employers indicated that they seek out candidates for positions based on qualifications (4%) or that they have no way of identifying newcomers (2%); this was the basis of their rationale for not proactively looking for immigrant talent.

Of the employers who indicated that they *do* proactively look for immigrant talent (n=79), the majority (82%) reported that they seek out newcomers close to their branch or office location. Additionally, approximately half (49%) of these employers indicated that they look for immigrant talent within Canada and one quarter (24%) indicated that they look internationally (see Chart 12 below). No differences could be reliably reported among the employer subgroups due to the relatively small base of employers indicating they proactively look for immigrant talent.

Chart 12: Where Employers Look for Immigrant Talent



Employer Survey: Does your organization look pro-actively look for immigrant talent

Difficulty Recruiting Newcomer Talent due to Location

.....

EMPLOYERS LOCATED OUTSIDE OF MAJOR URBAN CENTRES REPORTED MORE DIFFICULTY RECRUITING NEWCOMERS

.....

Study findings suggest that employers located outside of major urban centres are more likely to have difficulty recruiting newcomer talent. While 76% of employers reported that they do not have difficulty recruiting newcomers due to their geographical location, a significantly larger proportion of employers operating in Western or Northern Ontario indicated difficulty recruiting immigrant talent compared to employers in Central or Eastern Ontario (25% & 29% vs. 12% & 17% respectively) (Chart 13). It is important to note that the Western and Northern Ontario regions have fewer and/or smaller major urban centres than do Central or Eastern Ontario. Across the industry sectors, a larger proportion of employers in the 'Health/Social' sector noted difficulty recruiting immigrant talent due to their location than in any other industry (32% vs. 'Manufacturing/Transport' at 14%, 'Finance/Business' at 11%, 'Professional/IT' at 3% and 'Other Sectors' at 13%).

Chart 13: Difficulty Recruiting Immigrant Talent due to Geographical Location



Employer Survey: Does your organization have trouble recruiting recent immigrant talent due to your branch or office's geographical location?

When employers were asked why they had difficulty recruiting newcomer talent due to their geographical location, responses included the 'rural/remoteness of their location' (57%), being 'located in a small town with few newcomers in the area' (25%), and 'not being conveniently accessible by public transit' (16%). Other employers also indicated that 'newcomers were reluctant to relocate' (16%), the 'requirement of a specific skill or qualification' (14%) and 'a competitive labour market' (6%) as reasons for their difficulty recruiting newcomer talent.

These findings were echoed by employers participating in focus groups. Northern employers cited the small numbers of newcomers in the area and the long distance from a major urban centre, noting that newcomers are often surprised at just how large Northern Ontario is. However, it was suggested that it is not just the distance from major urban centres that discourages newcomers; it is also the climate.

"The commute or willingness to relocate is not an issue; it is the coldness of the climate, especially up North that discourages newcomers." Employer Focus Group Participant

Employers who operate in Central Ontario but outside the Greater Toronto Area (GTA) also reported that they experience recruiting challenges due their location:

"Geographically we have a challenge. A lot of newcomers live in the GTA area and we have a significant turnover because of the commute. If we hire a local newcomer, they're more likely to stay. If the newcomer is from the GTA, they get experience with us, and then they move on." Employer Focus Group Participant

However, some employers indicated that they found success in attracting newcomers to locations outside of the GTA and large urban areas by emphasizing that commuting times are shorter because traffic flows in the opposite direction resulting in less congestion.

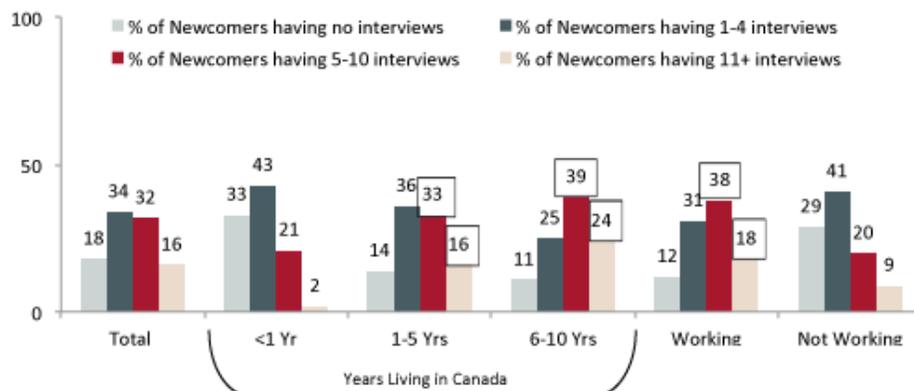
Number of Interviews since Moving to Canada

.....
 LONGER DURATION IN CANADA IS LINKED TO INCREASED LIKELIHOOD OF
 BEING INTERVIEWED FOR A JOB RELATED TO EDUCATION/TRAINING

Newcomers were asked to indicate the number of interviews they have had for different jobs since moving to Canada. As noted in the chart below, two thirds of newcomers reported that they have had between 1 and 10 interviews and a further 16% have had more than 11 interviews. Findings show that the longer a newcomer has been in Canada, the greater their likelihood of securing an interview (49% of newcomers in Canada 1-5 years and 63% in Canada 6-10 years have had 5+ interviews vs. 23% of newcomers in Canada <1 year). Additionally, it would appear that the more interviews a newcomer has, the greater their opportunity of securing employment as 56% of working newcomers have had 5 or more interviews vs. newcomers who are not working (29%). No differences were found among the other subgroups of interest.

While the majority of newcomers have had interviews, not all of these interviews were for jobs related to their education/training. When asked to what extent their interviews were related to their education/training, 51% of newcomers indicated that ‘all’ or ‘most’ of the interviews they had were related to their education/training, while 17% said that they were not able to secure an interview for a position that was in their field. In particular, newcomers with previous experience in the ‘Health/Social’ and ‘Finance/Business’ sectors were more likely **not** to secure interviews for positions in their field than those with experience in the ‘Other Industry’ sector (25% and 18% respectively vs. 8% indicating ‘no interviews were related to field of education/training’). No differences were found among the other subgroups of interest.

Chart 14: Number of Interviews since Moving to Canada



Newcomer Survey: Since moving to Canada, how many interviews have you had for different jobs?

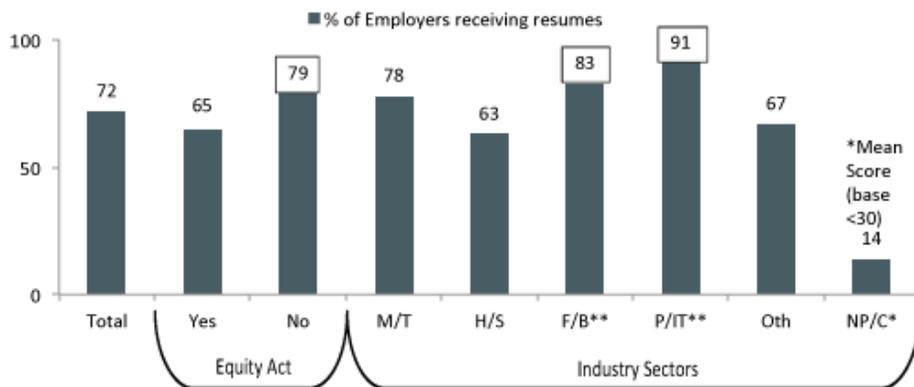
Receiving Newcomer Resumes

THE MAJORITY (72%) OF EMPLOYERS HAD RECEIVED RESUMES FROM NEWCOMERS; 57% HAD RECEIVED IN EXCESS OF 30 RESUMES IN THE PAST TWO YEARS

Employers were asked whether they had received a resume from an educated newcomer within the past two years; nearly three quarters (72%) said they had. This proportion was consistent across all company sizes (range from 70% to 73%). A few employers (7%) indicated that they have no way of identifying whether a person submitting a resume is a newcomer, while 13% said they had not received any resumes from educated newcomers, and 7% did not know.

The chart below shows that the incidence of receiving resumes from educated newcomers was higher among non-regulated companies (79%) than regulated companies (65%). Across the industry sectors, the proportion of employers receiving newcomer resumes was somewhat larger among employers in 'Finance/Business' (83%), and 'Professional/IT' (91%) than among employers in other industry sectors.

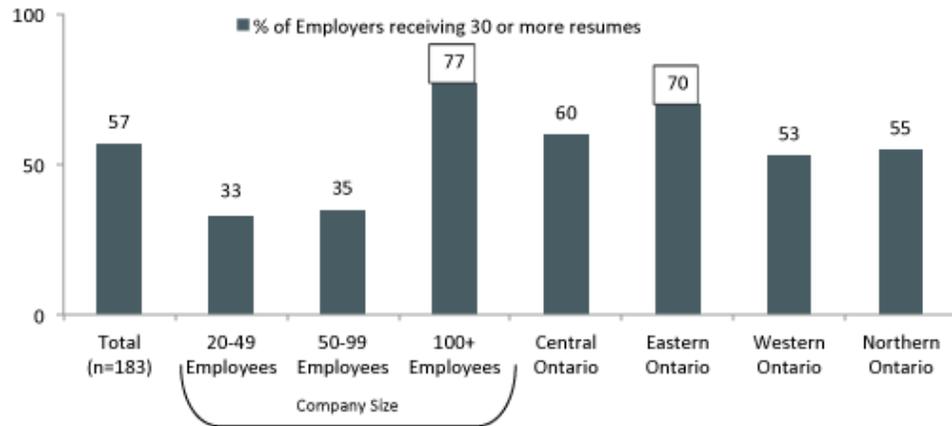
Chart 15: Proportion of Employers Receiving Resumes from Newcomers



*Employer Survey: Has your organization received a resume from recent immigrant talent in the past two years or so? **Interpret with caution, base size less than 50*

Employers (n=183) who indicated they received resumes from educated newcomers were asked to estimate the number of resumes they had received within the past two years. As shown in the chart below, just over half of these employers (57%) indicated that they had received 30 or more resumes in the past two years. Not surprisingly, a higher proportion of larger companies reported receiving 30+ resumes in the past two years compared to smaller companies (77% vs. 33% and 35% for companies with 20-49 and 50-99 employees respectively). Employers in the 'Manufacturing/Transport' sector were more likely to report receiving 30+ resumes in the past two years than 'Health/Social' sector employers (68% vs. 45% of Health/Social sector employers). (Note that the base sizes for the remaining industry sectors were too small to reliably report results).

Chart 16: Number of Resumes Employers Received from Newcomers (Past 2 years)



Employer Survey: Approximately how many resumes has your organization received from recent immigrant talent in the past two years or so?

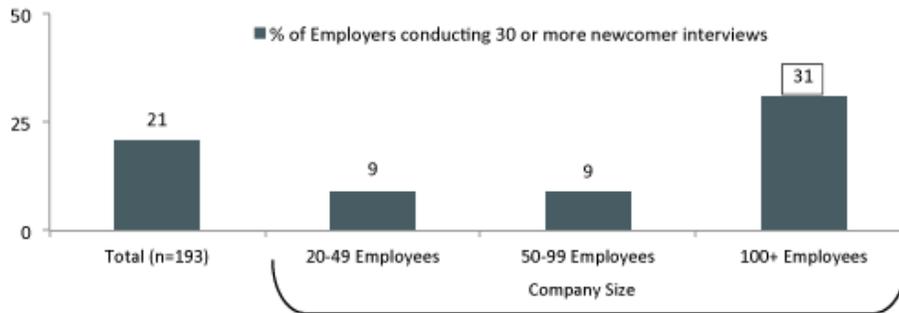
Interviewing Newcomer Talent

.....
MOST EMPLOYERS (74%) INDICATED THAT THEY HAVE INTERVIEWED NEWCOMERS; HOWEVER ONLY 21% HAVE CONDUCTED MORE THAN 30 INTERVIEWS WITH NEWCOMERS IN THE PAST TWO YEARS

Similar to the proportion of employers who had received resumes from educated newcomers, approximately three quarters (74%) of employers had interviewed newcomers for positions within their company. A total of 7% of employers indicated that they have no way of identifying the immigrant status of persons they interview, and 12% said they had not interviewed a newcomer within the past two years. An additional 7% were unable to answer the question.

Of the employers who had interviewed newcomers (n=193), only 21% reported conducting 30 or more newcomer interviews within the past two years. The chart below shows that a higher proportion of larger companies (100+employees) had conducted 30 or more interviews with newcomers (31% vs. 9% for all other companies). There were no notable differences among other subgroups of interest.

Chart 17: Number of Recent Newcomer Interviews (Past 2 years)



Employer Survey: Approximately how many interviews has your organization conducted with recent immigrant talent in the past two years or so?

Number of Jobs since Moving to Canada and Length of Time in Current Job

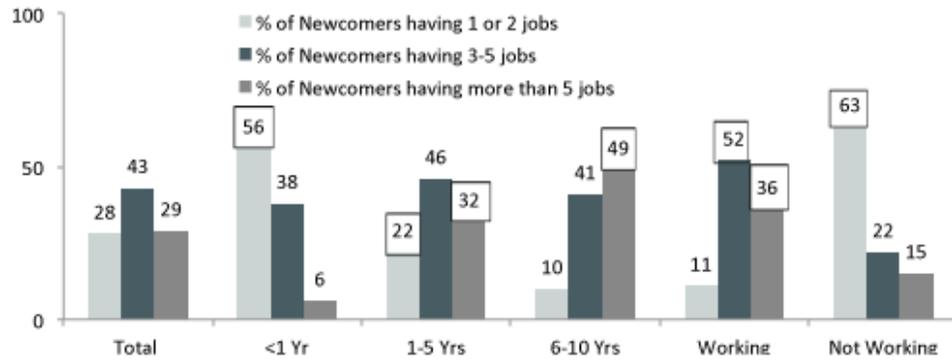
.....
 72% OF NEWCOMERS REPORTED THAT THEY HAVE HAD THREE OR MORE JOBS SINCE MOVING TO CANADA; LESS THAN HALF (41%) SAID THAT ALL OR MOST OF THESE JOBS WERE RELATED TO THEIR TRAINING

Newcomers were asked how many jobs they have had since moving to Canada. The average number of jobs per newcomer was three. This is slightly below the average of four jobs held by immigrants from 1991 to 2010.

The chart below shows that 43% of newcomers participating in this study indicated that they have had three to five jobs, and 29% have had more than five jobs since moving to Canada. Not unexpectedly, newcomers who have been in Canada longer have had more jobs than those living in Canada for a shorter period of time (> 5 jobs: 6-10 years at 49% and 1-5 years at 32% vs. <1 year at 6%; and 1 or 2 jobs: <1 year at 56% and 1-5 years at 22% vs. 6-10 years at 10%). Working newcomers were also more likely to have had multiple jobs (3-5 jobs at 52% vs. not working at 22% and >5 jobs at 36% vs. not working at 15%). When examined across the subgroups of interest, results suggest that younger newcomers are more likely to have had 3-5 jobs (63% vs. 30-44 years at 42% and 45+ years at 37%).

Although a sizable proportion of newcomers have had several jobs since moving to Canada, fewer than half (41%) said that all or most of these jobs were related to their training. Males were more likely than females to have had jobs that were all or mostly related to their training (47% vs. females at 31%). No other notable differences were identified across the subgroups of interest.

Chart 18: Number of Jobs since Moving to Canada and Proportion Related to Training



Newcomer Survey: Since moving to Canada, how many jobs have you had?

Newcomers Currently Working in Field Related to Education/ Training

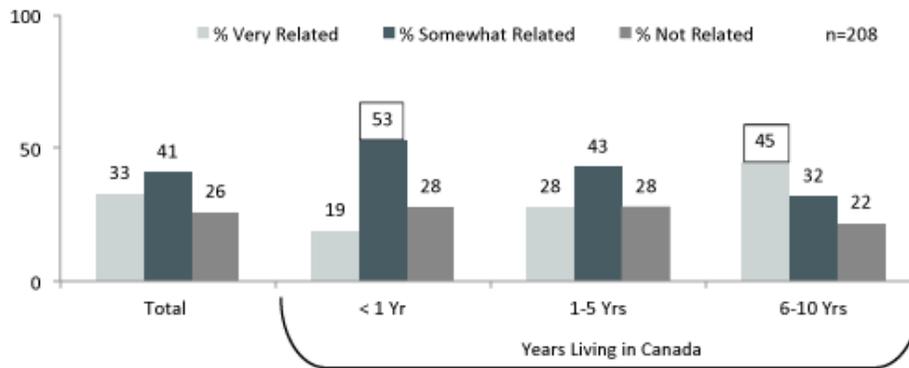
74% OF NEWCOMERS' CURRENT JOBS WERE VERY OR SOMEWHAT RELATED TO THEIR EDUCATION/TRAINING

Newcomers were asked to indicate the extent to which their current job was related to their education/training. The chart below shows that 33% of newcomers are working in a job very related to their field of expertise, while 41% are in a job that is somewhat related. Results suggest that the longer a newcomer has lived in Canada, the more likely it is that they will be working in a job closely related to their education/training (6-10 years at 45% vs. 1-5 years at 28% and <1 year at 19%). Newcomers who have lived in Canada <1 year were more likely to report that they work in a somewhat related job (53% vs. 1-5 years at 43% and 6-10 years at 32%).

While some newcomers had chosen to work in a job unrelated to their education/training (38%), other reasons for doing so included 'lack of availability/unable to find a job in their field' (18%), 'survival job' (15%), 'not getting credential/education recognized/unable to get licensed' (10%) and to 'gain Canadian work experience' (5%).

Findings from the focus groups revealed that many newcomers recognized that they needed (and were willing) to accept an entry level position and work their way back up to a position equivalent to that which they held prior to immigrating. This may account for the high proportion of newcomers reporting that they currently work in a job *related* to their field. Many newcomers admitted that they intentionally excluded qualifications from their resume in order to compete for an entry level position for which they were overqualified.

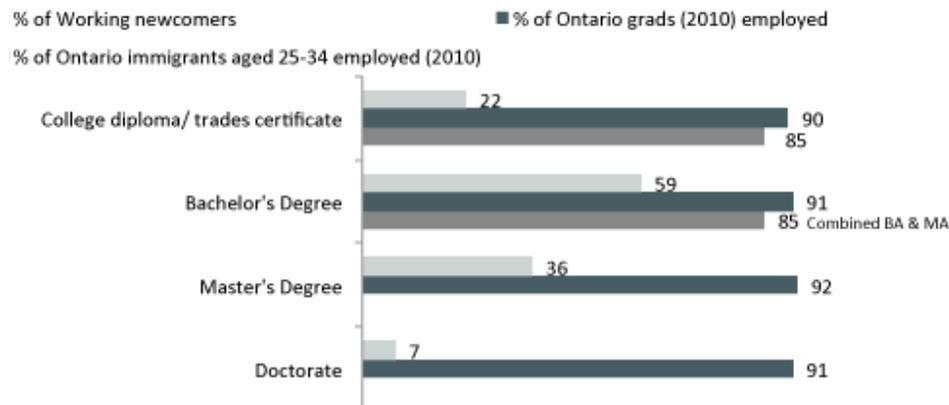
Chart 19: Newcomers Indicating Current Job Related to Field Educated/Trained In



Newcomer Survey: To what extent is your current job or unpaid placement related to your education/training?

The chart below compares working newcomers to the employment rate of 2010 Ontario graduates and immigrants. While the survey sample of newcomers is not representative it does show that, consistent with the proportion of Ontario immigrants, surveyed newcomers are underemployed compared to 2010 graduates with equivalent education.

Chart 20: Newcomer Employment Rate vs. Graduate and Ontario by Education Type



Newcomer Survey: What type of post secondary education have you received?

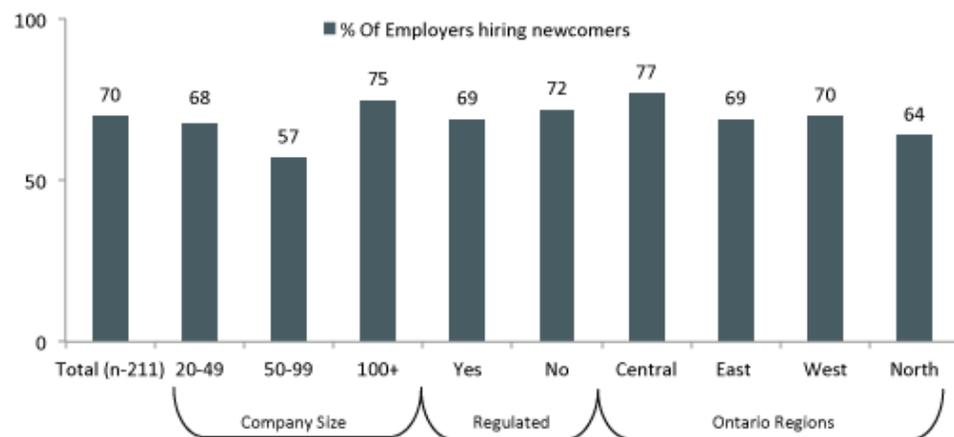
Statistics Canada. Table 477-0064 - 2013 National Graduates Survey. Colleges Ontario, based on a Statistics Canada special tabulation, National Housing Survey, 2011

Hiring Newcomer Talent

7 OF 10 EMPLOYERS HAD HIRED NEWCOMER TALENT IN THE PAST 2 YEARS;
ONLY 14% HAD HIRED 30 OR MORE

Employers were asked if they had hired newcomer talent within the past two years; 70% indicated they had, 3% said they had no way of identifying whether a person hired was a newcomer and 7% did not know how many newcomers had been hired by their company. Among the subgroups of interest, larger employers were more likely to have hired newcomers (75% vs. 20-49 employees at 68% and 50-99 employees at 57%) as were employers located in Central Ontario (77% vs. 70% West, 69% East and 64% North) (See chart 21).

Chart 21: Proportion of Employers Hiring Newcomer Talent



Has your organization hired recent immigrant talent in the past two years or so?

Of the employers who had hired newcomers (n=211), 75% of hires were for professional or tactical occupations, 37% were for trades, and 20% of hires were for managerial positions. Only a small proportion of employers (14%) had hired 30 or more newcomers in the past two years. Larger companies were more likely to have hired 30 or more newcomers (23% vs. 20-49 employees at 4% and 0% for companies with 50-99 employees). Regulated companies were also more likely to have hired 30 or more newcomers in the past two years than were non-regulated companies (16% with 30 or more vs. 12%). Differences could not be reliably reported by industry due to small base sizes.

Difficulty of Recruiting Newcomers

.....
RESULTS SUGGEST THAT IT IS MORE DIFFICULT TO RECRUIT NEWCOMER
TALENT FOR MANAGERIAL POSITIONS
.....

As the 'Tactical/Professional' category encompasses the largest number of occupations, it is not surprising that employers indicated they hired more newcomers at this skill level than any other (75% vs. Managerial at 20% and Trades at 37%). These proportions were consistent across the subgroups of interest, except for 'Manufacturing/Transport' employers who, not surprisingly, were more likely to hire newcomers for trade positions than any other industry sector (70% vs. a range from 15% to 39%). Employers indicated that the greatest challenge was hiring newcomers for Managerial positions (37% saying it was 'difficult' or 'very difficult' vs. Tactical/Professional occupations at 20% and Trades at 19%). This trend was consistent across all subgroups.

What Skills Do Newcomers Require?

The following section provides an overview of the skills newcomers require to secure employment, based on survey data conducted with employers and newcomers. In particular, this section will highlight the similarities and differences between employers' and newcomers' perceptions of the relative importance of various skills.

Skills Required for Employment

.....
ENGLISH LANGUAGE PROFICIENCY RATED THE MOST IMPORTANT SKILL
BY EMPLOYERS AND NEWCOMERS; HOWEVER, THERE IS A DISCONNECT
BETWEEN EMPLOYERS AND NEWCOMERS REGARDING
THE IMPORTANCE OF CANADIAN WORK EXPERIENCE
.....

Employers and newcomers were asked to rate the importance of a variety of skills for securing employment. Employers and newcomers were generally aligned in their perceptions of the importance of skills, with 'English language proficiency' (employers 98% vs. newcomers 83%) and 'soft skills' (employers 93% vs. newcomers 80%) being among the top most rated skills. However, there was disconnect between employers' and newcomers' perceptions of the importance of 'related Canadian work experience'; newcomers considered 'Canadian work experience' more important than did employers (employers 65% vs. newcomers 80%) (Chart 22). This point will be discussed further in the following section, "What Challenges Do Newcomers Face?"

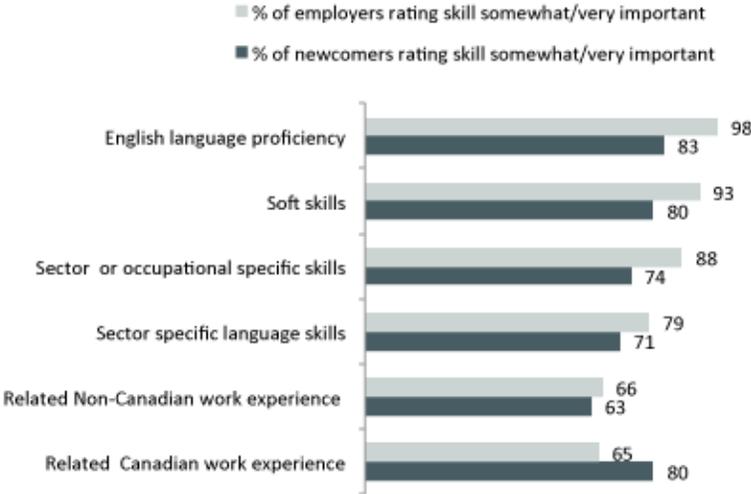
A few differences were observed among employers across the various subgroups of interest:

- 81% in the 'Health/Social' sector rated 'related Canadian work experience' somewhat/very important (vs. 59% 'Manufacturing/Transport', 53% 'Finance/Business', 53% 'Professional/IT', 63% 'Other', 53% Not For Profit/Charitable);
- 74% of regulated companies rated 'related Canadian work experience' somewhat/very important (vs. 56% non-regulated);
- 99% in the 'Health/Social' sector rated 'sector/occupational specific skills' somewhat/very important (vs. range from 76% to 90%); and
- 91% in the 'Health/Social' sector rated 'sector specific language skills' somewhat/very important (vs. range from 71% to 82%).

The top three skills were consistent among newcomers regardless of the industry in which they had worked, with the exception of newcomers who worked in 'Manufacturing'. The top three skills among newcomers in this sector

were 'related Canadian work experience' (75%), 'sector/occupational specific skills' (72%), and 'soft skills' (72%). When examined by country of origin, results suggest that newcomers from South and East Asia consider the following three skills as more important than newcomers from English speaking countries: 'English language proficiency' (89% vs. 76%), 'soft skills' (87% vs. 75%), and 'related Canadian work experience' (91% vs. 75%).

Chart 22: Perceived Importance of Skills Required for Employment



Newcomer Survey: How important are the following skills and experience in helping you secure employment in your field?

Employer Survey: How important is it that recent immigrants you hire have the following skills and experience?

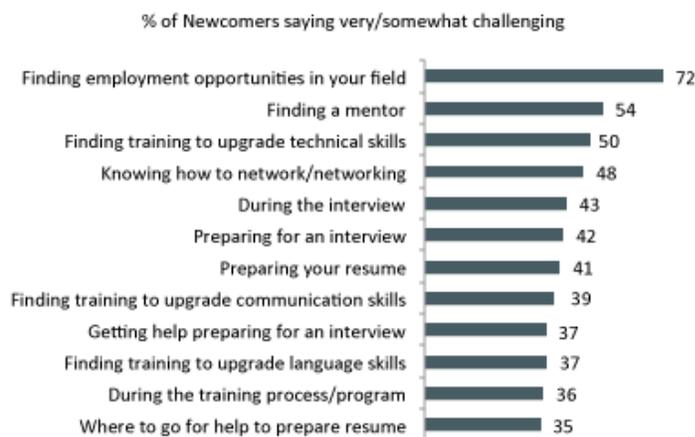
What Challenges Do Newcomers Face?

The following section summarizes the challenges that newcomers face when looking for employment in Canada commensurate with their skills, from the perspective of both newcomers and employers.

Challenges Faced during the Process of Finding Employment

The following chart indicates how challenging newcomers found each of a variety of activities during the process of finding employment. The most significant challenge experienced by newcomers was finding employment opportunities in their field with 72% indicating that this was 'very' or 'somewhat' challenging. The second most significant challenge was finding a mentor, selected by 54% of newcomers, followed by finding training to upgrade technical skills (50%).

Chart 23: Challenges Faced by Newcomers during Process of Finding Employment



Newcomer Survey: Please indicate how challenging you found the following activities during the process of finding employment opportunities appropriate for your skills and experience.

This finding was supported by results of the focus groups conducted with newcomers. During these sessions, most newcomers said that finding employment in their area of expertise is a key challenge for them, despite the fact that they had applied to virtually all job offers that were related to their field. Newcomers acknowledged that part of the difficulty in finding job opportunities was due to the economy and part was due to the competition for available positions, they also stated that they were ill prepared for this reality prior to immigrating.

Finding a Mentor

*“When I Got Here It Took 2 Months For Me To Find An Agency For Nurses. I Found It Through Talking To My Friend And How To Pursue A Nursing License. For Immigrant People It’s Hard Without Proper Guidance Regarding How You Get A License Here. It Would Be Useful To Have An In-Person And An Online Resource. The Online Resource Would Give You High Level Understanding But Then You Want To Talk To Someone Personally To Get More Specific Information.”*Newcomer Focus Group Participant

During the focus group sessions, newcomers spoke about the challenges associated with finding a mentor, and their lack of familiarity with the concept of networking in order to connect with people in their industry.

Newcomers indicated that finding a mentor was a challenge, especially for those in unregulated professions and for newcomers living in smaller towns. In addition, many newcomers were unfamiliar with the concept and power of mentorship. Some offered solutions to the challenge of finding a mentor such as recommending to immigrant serving agencies that they inform newcomers of the benefits of mentors and facilitate these connections. There was a general consensus among newcomers that this should be done.

“I met my mentor through Access. Those agencies have the authority to use their names in mentoring programs - they do the filter for you before you connect with a mentor. I attended Access for 6 weeks so they knew me and my goals better and they could connect me with an appropriate mentor.”
Newcomer Focus Group Participant

The importance of mentoring in helping newcomers secure employment related to their skills has been cited in numerous research papers (Fester, McKitrick & Amyot, 2010; Toronto Region Immigrant Employment Council [TRIEC], 2008; CIC, 2012; Weiner, 2008; Hawthorne, 2008; Bamford, 2003; ALLIES & Accenture, 2013). Related research conducted by Malatest also found that newcomers who utilized ‘coaching clients’ while still in their country of origin had significantly better outcomes in finding employment opportunities commensurate with their education and experience than newcomers who only received essential skills testing.

Preparing Resumes

Other challenges mentioned by focus group participants and echoed in the newcomer survey findings related to resume development. Many participants noted that they spent a lot of time preparing their resumes and sought help on how to do this. However, they felt their efforts were of little use as they frequently received no response after submitting their resume and had no way of knowing whether their resume had been read or even received by the person responsible for hiring.

In a bid to secure an entry level position in their field of expertise, many newcomers stated that they made a regular practice of excluding their credentials from their resume in order to increase the likelihood of securing an interview.

"I have totally cracked that code - if you are working a "simple job", you don't need to mention that you have a degree. Once I learned this I received about 5 calls per day, before with my 'real' resume, I was receiving zero".

Newcomer Focus Group Participant

References were also noted as a barrier, as even "simple" jobs require references. Newcomers noted that the references they do have are often too skilled to be applicable to the lower level jobs for which they have applied. Some newcomers noted that references are uncommon in their culture so they had not sought references from previous employers prior to arrival in Canada. Others observed that many organizations will not accept an application without references, so a lack of references can in many cases represent a significant barrier.

The Interview Process

Newcomers also noted that they often received little if any feedback after participating in an interview. This lack of response or feedback made it difficult for them to assess their interview; to identify areas of strength and areas where improvement was required. While it was acknowledged that newcomers could be more proactive in following up after submitting a resume and/or participating in an interview many newcomers stated that they found it challenging to engage in this type of behaviour which would be considered rude or improper in their own culture.

Newcomers also stated that cultural differences made succeeding during the interview itself more challenging for them. Many indicated that the self-promotion they feel is expected during an interview in Canada would be considered rude in their country of origin.

Employers with experience interviewing newcomers offered a few reasons why newcomers may meet with less success during an interview. These included the manner in which newcomers present themselves, and the challenges they seem to experience in giving concise answers:

“They are so eager to share all of their experiences that they get ‘lost’ during the interview and have trouble focusing on answering a specific question.”

Employer Focus Group Participant

“In some cases the employer thinks that they are asking a pointed question but in order for the newcomer to give an answer, they must share a story to provide context for their answer.” Employer Focus Group Participant

“Canadians are reserved so immigrants need to take their time, listen, evaluate, don’t be so excited to offer your opinion. Also, if English is your second language, slow down and speak more slowly.” Employer Focus Group Participant

Other Significant Barriers to Finding Employment

Employers were asked to rate the significance of various barriers that newcomers face when looking for employment. Virtually all (95%) of the employers surveyed indicated that language and communication skills is the most significant barrier newcomers face, followed by education qualifications/recognition (89%), and technical skills specific to sector (79%) (Chart 24).

Similar trends were observed among employers regardless of company size, region, industry and whether or not the employer is mandated to comply with the federal Employment Equity Act legislation. However, some differences by industry type should be noted. Companies in the ‘Health/Social’ industry attributed more significance to barriers associated with education qualifications/recognition (97% vs. a high of 89% and low of 84%) and technical skills specific to sector (90% vs. a high of 84% and low of 61%) than did employers in other industries. In addition, employers in the ‘Finance/Business’ industry were less likely to view technical skills specific to sector (61%) as a significant barrier compared to other groups, and were more likely to indicate that Canadian work experience (65%) was a barrier. For a detailed table of employer responses by subgroups of interest, please refer to Appendix C.

Newcomers were asked to indicate if they had faced barriers when looking for employment. Among the barriers assessed, newcomers were most likely to cite Canadian work experience as a barrier they had experienced (64%), followed by education qualifications/recognition (43%), and lack of industry or other networks (37%). Fewer than 30% of newcomers indicated that they had experienced barriers based on language and communication skills (27%), racism or prejudice (27%), and technical skills specific to sector (24%) (Chart 24).

These findings are supported by other research. As noted in “The Role of Employers in Bridging Newcomers’ Absorption and Integration in the Canadian Labour Market” (p 23): “Statistics Canada (2005) states that the “lack of Canadian job experience, lack of foreign credentials recognition or work experience, and lack of knowledge of at least one official language were among the most serious cited problems or difficulties reported” (p.73).”

The top three barriers identified by newcomers were relatively consistent among all subgroups. However, some differences should be noted. Newcomers trained in the ‘Health/Social’ industry were more likely to indicate experiencing barriers related to education qualifications/recognition than newcomers in other industries (67% vs. a high of 45% and a low of 39% among industries with a reliable base size). However, newcomers in the ‘Health/Social’ industry were much less likely to indicate that they experienced barriers related to a lack of industry or other networks compared to newcomers in other industries (16% vs. high of 51% and low of 38% among industries with a reliable base size).

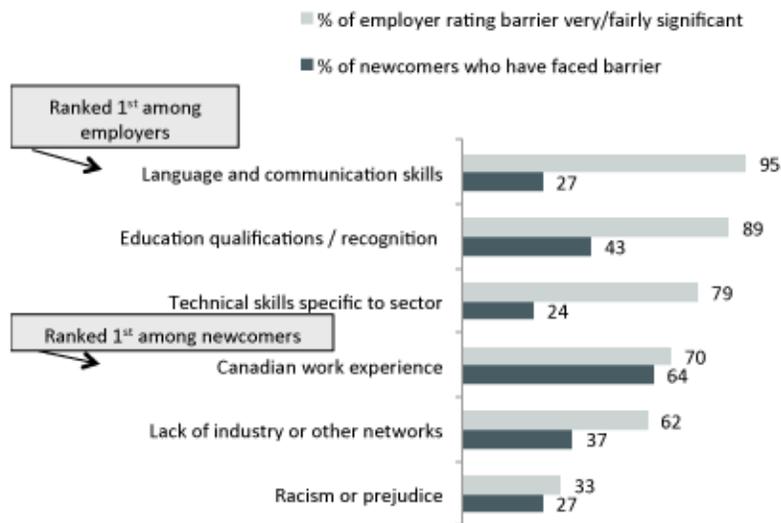
Differences also exist among newcomers based on whether they emigrated from an English or non-English speaking country. Newcomers from South and East Asia were more likely than newcomers from English speaking countries to indicate that they had faced barriers related to Canadian work experience (72% vs. 64%) and lack of industry or other networks (45% vs. 38%). Newcomers from other non-English speaking countries were less likely than newcomers from South and East Asia, and English speaking countries to indicate that they faced barriers in these areas (Canadian work experience (56%) and lack of industry or other networks (30%)). Similar proportions of newcomers indicated that they experienced barriers related to education qualifications/recognition regardless of the country they emigrated from (43% English speaking countries, 43% South East Asia, and 42% other non-English speaking countries).

Newcomers who had been in Canada for five years or less were more likely to indicate the lack of ‘sector specific technical skills’ as a barrier than newcomers living in Canada for longer periods (<1 yr at 32% and 1-5 yrs at 26% vs. 6-10 yrs at 13%). However, the longer a newcomer has lived in Canada, the more likely they were to have faced racism or prejudice (6-10 yrs at 36% and 1-5 yrs at 28% vs. <1 yr at 14%). For a detailed table of newcomer responses by subgroups of interest, please refer to Appendix C.

Survey results show that there is one significant disconnect between employers’ and newcomers’ perceptions of barriers to finding employment, namely: language and communication skills; technical skills specific to sector; and education qualifications/recognition. As indicated, the most significant gap between perceived barriers to employment is language and communication skills, suggesting that newcomers either do not realize the importance of language skills to their success of finding employment in Canada, or think that their language skills are adequate when they are in fact, inadequate. This

disconnect is also supported through findings from focus groups. During focus group sessions, employers agreed that language and communication skills were critical but often inadequate among the newcomers they had interviewed, while newcomers predominantly cited challenges related to securing relevant Canadian work experience.

Chart 24: Employment Barriers Faced by Newcomers and Employer Perceived Significance of Barriers



Newcomer Survey: Which of the following barriers have you faced in the Canadian labour market?

Employer Survey: Please indicate how significant the following barriers are for recent immigrant talent when they are looking for employment.

Barriers to finding employment are discussed in greater detail in the subsections that follow.

Language and Communication Skills

“I learned the importance of understanding business titles the hard way. I had an interview with the Chief Administrative Officer.....I did not realize that in Canada this was a much higher level than back home. When asked for examples of how I would work with him, I offered suggestions on how I could review his work and offer constructive feedback thinking that he would be reporting to me and not the other way round. Although I thought the interview went great, when I was telling my friend about it, they asked me if I knew what position a CAO was. It was then that I learned my mistake. I am sure I really offended the guy as I never got a call back.”

Newcomer Focus Group Participant

Other research confirms that language and communication skills represent a major barrier for newcomers in securing employment. For example, a 2005

TRIEC report on consultations with employers found that “communication and language proficiency in a business environment are among the biggest issues for employers.” In a related study conducted by Malatest, it was found that Saskatchewan employers “had concerns as to the language abilities of potential new workers who were trained outside of Canada. Knowledge of “workforce specific” language skills were also cited as barriers by key informants and internationally trained workers interviewed as part of this study.” Many studies underline that learning the ‘host country’ language is an important aspect of immigrants’ integration into the labour market, and that good knowledge of the ‘host country’ language is correlated with higher employment incomes.

Key stakeholders from the Ideation Session and employers participating in focus groups provided further evidence to support the importance of language and communication skills to employers when hiring newcomers. Employers stated that the ability to understand and perform job responsibilities as expected is based largely on the newcomers’ language and communication skills.

Sector Specific Language Skills

For some occupations, language and communication skills could pose health and safety risks. For example, if a trained nurse or a doctor does not fully understand a request from a patient or colleague, the implications can be serious. For other occupations, a lack of language and communication skills can lead to organizational mistakes that can cost the company lost revenue. For example, an IT professional who delivers an unacceptable product because they do not understand their client’s webpage specifications can cost their company a significant amount in time, money and client loyalty.

Stakeholders and employers also spoke about how a lack of language and communication skills can create significant barriers for newcomers when they are applying for jobs. For example, if an employer has listed five essential skills, newcomers do not always understand that they need to provide five examples that demonstrate they possess those skills. Newcomers also noted the impact of language and communication skills during the interview process; in particular, an understanding of Canadian social and professional norms can be a significant barrier.

Soft Skills

The consensus among focus group employers was that soft skills encompass a variety of skills often defined in terms of personality traits such as emotional intelligence, integrity, empathy and sociability. These skills are often based on cultural norms that are particular to a specific environment. For many newcomers, challenges in mastering the soft skills Canadian employers look for are linked to both language comprehension (i.e., understanding what

other people are saying) and an understanding of the ‘Canadian’ way of doing business. Employers stated that they view prior Canadian work experience as an indication that the newcomer has attained some degree of competency in the soft skills necessary to adapt to the Canadian work environment.

“We’ve had challenges related to cultural integration in the past - the Canadian-isms - especially when we’re dealing with engineers from other companies, they can get walked over and fall through the cracks. A little Canadian work experience can work in their favour and means less training on our end.” Employer Focus Group Participant

One newcomer participant mentioned that she was told by a fellow nurse to communicate more with her patients. Since this was not a common practice in her country of origin, she was unaware that frequent communication with her patients was necessary in her current job.

Education Qualifications and Recognition

There was consensus among the newcomers participating in focus groups that educational qualifications and recognition was one of the most significant barriers they faced. Many newcomers felt that, because their educational qualifications are not recognized in Canada, they must work in lower level jobs within their area of training (e.g., a medical doctor applying for radiology technician programs and a Registered Nurse working as a Registered Practical Nurse). As a result, newcomers feel they are overqualified for the jobs they must pursue in order to provide for themselves and their families.

“I wanted to take a downgrade in my profession so I could get a start. I wanted to work as a junior accountant but not as a teller because a teller would mean a shift in career. I don’t want to shift my career because I have 15 years of experience. However, I’m overqualified as a junior accountant.”
Newcomer Focus Group Participant

While most employers understand why newcomers apply for positions for which they are over qualified, many cite a competitive job market, the desire to find the right fit for their organization/role, or a desire to hire “someone green” as their rationale for not hiring overqualified newcomers.

“Last week, I was looking for a lab assistant, and for that, I’m looking for someone green, straight out of school who will sweep out the lab, and what I got was 100 resumes of PhDs. I don’t want that because I don’t need that. It’s low wages and I wouldn’t consider a PhD for that.” Employer Focus Group Participant

However, some employers did state that they were willing to give overqualified newcomers an opportunity:

“We often get people applying for jobs they’re overqualified for so we’ve started working with immigrant serving organizations to bring people in on internship. We pay them and know they’re overqualified but we’re giving them the opportunity to get exposed to the industry.” Employer Focus Group Participant

Employers also spoke about challenges associated with credential recognition and licensing, and indicated that for unregulated professions it is a challenge to determine if a newcomers’ education and experience in their country equates to Canadian experience. Employers were also unaware of where to go for assistance in determining the equivalency of education and experience for unregulated professions. The literature supports the finding of low recognition of credential assessment services:

“...credential recognition services are not well known among employers, and as a result many employers discount internationally educated applicants because they are unable to assess their credentials (Dejardins & Cornelson, 2011).”

Newcomers also indicated that they were not aware of the credential recognition process before they immigrated to Canada. The length of time needed to complete examinations/licensing was a noted barrier, especially for individuals who must also work to support themselves and their families. Newcomers pursuing a job in a regulated profession feared being “out of practice” for too long while they completed the process required to obtain their licence/credentials.

“When I came here I was given a license and then I applied to the College of Nurses of Ontario. They took one year for the assessment and documentation and charged me \$1K and then they said I was eligible to take the exam. I passed my RPN exam then suddenly they said my 2011 work experience was too old so I had to go back to college to update my knowledge. You need to get your license but since it takes one year for the assessment and then 6 months to prepare for the exam and by that time, it’s too late.”
Newcomer Focus Group Participant

Generally speaking, employers believed that Canada has higher educational and employment standards than most countries so they often assume that experience obtained internationally is not equivalent to Canadian experience. However, employers in more technical fields (e.g., IT) suggested that many of the skills they seek are transferrable, regardless of where they were obtained.

Lack of Pre-arrival Information

Newcomers expressed frustration about the lack of pre-arrival information available to them prior to immigrating. Many indicated that if they had had this information before they arrived, they would have at least been more prepared to face the challenges they would experience post arrival.

"If Canadian experience is a must, then tell me before I get here! Don't tell me after I come. 70% of jobs write this as a must and some make it open. I have to get my Canadian certification and how long will this take? 3 years. So, I have to wait for 3 years 'til I find the job to get my Canadian designation."

Newcomer Focus Group Participant

Several newcomers noted during the focus groups that it was difficult to find the information they needed (pre-arrival) because they did not know what they should be looking for. Others indicated that they were able to obtain some information prior to arrival in Canada but the information sometimes conflicted with other information or was outdated. Others suggested that they were overwhelmed by the volume of information and struggled to understand which tasks should be prioritized.

"I've been overseas and seen some of the pre-arrival programming. Newcomers are aware of it and utilizing it but there's a problem with information acquisition. It's too much information to absorb. It's an important piece, but where and how to give it to them is critical. It's like they need to have it given to them more than once for it to sink it when they have so much info given to them at once."

Ideation Session Stakeholder

Technical Skills Specific to Sector

Newcomers commented on the challenges of acquiring training on skills specific to their sector, particularly for regulated professions that require certifications such as lawyers and doctors. Lawyers mentioned having to complete many additional studies in order to obtain certification to practice, citing that the process was frustrating and expensive. Some engineers stated that they did not know what exams they required and as a result they had to apply for a job as a technician when they arrived. Stakeholders participating in the Ideation session concurred that the process can be confusing.

*“Engineers may not be aware that there are 2 different types of exams they need to take. There’s the professional practice exam that everyone must pass vs. the technical exams they may have had to pass depending on their academic background. At least for engineering there’s a difference.”*Ideation Session Stakeholder

*“The traditional exams might not be as unfamiliar for newcomers but something like an OSCI [Objective Structured Clinical Examinations for medical students] can be challenging. It’s a high stakes exam and offered a few times a year and very intense. Immigrants aren’t necessarily finding the information in advance to help them prepare for that.”*Ideation Session Stakeholder

Canadian Work Experience

Canadian work experience is commonly cited in literature as one of the most significant barriers to newcomers seeking employment commensurate with their skills. While numerous programs and policies (e.g., paid and unpaid work placements, sponsorship programs, wage subsidies, etc.) exist to help employers and provide opportunities for newcomers to gain work experience, newcomers continue to struggle. Some of the reasons for newcomers’ inability to gain Canadian work experience are concrete such as the requirement of a designation or specific skill; others, such as attitudes and behaviour, are less tangible but still represent a barrier.

Similar to key findings from surveys with newcomers, there was consensus among newcomers participating in focus group sessions that obtaining Canadian work experience was the most significant barrier faced when seeking employment. The majority of newcomers noted that although employers have not directly stated that they will only consider candidates with experience working in Canada, their experiences when seeking employment have led them to believe that their lack of Canadian work experience represents their most significant barrier to finding employment in Canada.

Although 70% of employers see Canadian work experience as a barrier for newcomers, it ranks lower relative to other barriers assessed in this research. Employers who participated in focus groups suggested that a lack of Canadian work experience was only a barrier for certain types of jobs; namely, jobs that require an understanding of the Canadian landscape (e.g., legal professions and banking system).

*“It’s not a defining factor. If someone is right out of university and has strong communication skills and good attitude and education - regardless of where they’re from - the customer service skills can be trained or we can tell by their attitude if they’re adaptable.”*Employer Focus Group Participant

“Regarding Canadian work experience – it depends on the job. If the person had the skills we need then Canadian work experience doesn’t matter. If it’s a senior legal person or someone who is a principal in the company and needs to understand the Canadian landscape then Canadian work experience is more important. If Canadian work experience is critical like someone who is a signing officer for the company or something they can still come from a different country provided they have a few years of experience in Canada so they can communicate with government and have an understanding of the legal issues in Canada.” Employer Focus Group Participant

The importance of Canadian work experience and understanding Canadian business culture was also discussed with stakeholders during the Ideation Session. Stakeholders noted that when employers are looking for prior work experience in Canada, they are not just referring to work experience and training but also an understanding of the Canadian business culture, or ‘professional norms’. Stakeholders note that an understanding of professional norms is important across all sectors of work, but is especially important for newcomers in regulated professions (e.g., health care). Employers participating in focus groups also mentioned that while newcomers often possess the required technical skills they lack an understanding of the social and professional norms required to adapt to the Canadian office environment.

The idea that employers often use Canadian work experience as a proxy for a lack of skills in other areas was discussed by newcomers, employers, and other stakeholders. Some newcomers felt that Canadian work experience was used a “convenient excuse” when the real barrier was that they were overqualified.

“I don’t agree that Canadian work experience is a barrier. It’s just used as an excuse. I’ve been interviewed by people who have less qualifications than I do. I don’t look for the money; I’ve told people I will work in a job for which I’m overqualified. Being overqualified is an excuse – a way to reject me – they see me as high risk because I’m overqualified. The hiring manager wants to take less risk by hiring someone with less knowledge and experience. So it depends on the person interviewing you – it’s not about company policy. It’s the person.” Newcomer Focus Group Participant

During the Ideation Session, key stakeholders agreed with newcomers and suggested that employers use Canadian work experience as a “default” when newcomers’ skills in other areas do not meet their standards. Stakeholders noted that this default is common when newcomers’ soft skills (i.e., language and communication skills) are deemed inadequate as it provides a more concrete reason for rejecting an application.

“Few employers will tell you that they won’t hire you because your language and communication skills aren’t up to par so they’ll default to the Canadian work experience. Something more concrete.” Ideation Session Stakeholder

Networking

Although only 37% of newcomers surveyed indicated that networking was a barrier, their lack of social and professional networks was a significant concern for the majority of newcomers participating in focus groups. Many newcomers were not aware of the concept of networking before they immigrated to Canada and did not understand what the term meant nor why it was important to their success in the Canadian labour market.

A number of newcomers noted that people they knew, including other newcomers, had gotten jobs in their fields by knowing ‘the right people’.

“My job was through an inside source – someone from inside who knew someone else helped me get in. I’d already put in an application there but couldn’t get in because I didn’t have Canadian work experience. It was only because I knew someone that I got that job.” Newcomer Focus Group Participant

Developing a professional network was viewed as a priority for most newcomers and they indicated that they attended job fairs and other networking events. However, newcomers noted that networking events are often expensive so they must be selective when determining which events they will attend.

Racism and Prejudice

Survey findings show that 27% of newcomers participating in this study faced racism or prejudice when seeking employment and 33% of employers saw racism or prejudice as a significant barrier. During focus groups with newcomers, many revealed that they had faced some form of prejudice or unconscious bias when seeking employment. Some felt that they had experienced discrimination (although subtle) when submitting their resume in person, noting that when they did not hear back from that employer they assumed it was because they were not Canadian-born. Other newcomers mentioned that they suspected their resumes were bypassed because their name “sounded foreign.”

“Unconscious bias gets in the way of all the things I think – it could be personal or professional – this gets in the way of me hiring or responding in a certain way.” Ideation Session Stakeholder

Unconscious bias is seen as a form of racism and prejudice and can be measured. The literature defines unconscious bias as a “prejudice we have or an assumption that we make about another person based on common cultural stereotypes, rather than on a thoughtful judgment”. The Kirwan Institute for the Study of Race and Ethnicity defines implicit or unconscious bias as “associations we harbor in our subconscious [which] causes us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance.”

The Kirwan Institute also provides some characteristics of implicit/unconscious bias as follows:

- Implicit biases are pervasive. Everyone possesses them, even people with avowed commitments to impartiality such as judges.
- Implicit and explicit biases are related but distinct mental constructs. They are not mutually exclusive and may even reinforce each other.
- The implicit associations we hold do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse.
- We generally tend to hold implicit biases that favor our own in-group, though research has shown that we can still hold implicit biases against our in-group.
- Implicit biases are malleable. Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of de-biasing techniques.

Focus group discussions with both employers and newcomers linked the issues of Canadian work experience and educational qualification/credentials with the concept of unconscious bias. Employers admitted that they use Canadian work experience as a proxy for understanding the Canadian workplace culture. If a newcomer has prior work experience in Canada, they are perceived as having been ‘tested’ by another employer; this demonstrates that the newcomer has had experience in a Canadian workplace environment. However, newcomers who lack this experience and are unfamiliar with the culture in Canada are frequently unable to adequately promote themselves through their resume or during the interview itself. Employers who have not undertaken diversity training may not be aware that they need to counter their assumptions about how resumes ‘should’ look and how interviewees ‘should’ behave in order to give newcomers an opportunity to showcase their abilities. Many employers lack familiarity with the concept of culturally inclusive interviewing techniques and studies indicate that employers are more likely to bypass resumes that include names that are unfamiliar to them.

Ideation Session stakeholders also recognized the issue of unconscious bias among employers and in the workplace.

“Unconscious bias gets in the way of all the things I think - it could be personal or professional - this gets in the way of me hiring or responding in a certain way.” Ideation Session Stakeholder

Some employers felt that HR managers should play a key role in mitigating unconscious bias:

"If [the newcomer is] more qualified than the hiring manager then this can put the hiring managers' back up which is where the HR person has to come in and say, 'don't you want to hire someone who can make your life easier?'"

Employer Focus Group Participant

Several solutions to help address unconscious bias in the workplace were discussed among stakeholders during the Ideation Session, including anonymizing resumes and setting targets for interviewing newcomers:

"An expert we talked with about this bias said that it's necessary to train assessors or employers to name their biases. Identify and name them so they're out in the open. They videotape someone going through the process and then sub in someone else of a different ethnicity - and then the viewers of that video start to name their biases." Ideation Session Stakeholder

"The HR training should be affected as well - this is the way to cast your recruitment net wider. And it's a way to get rid of your unconscious bias - so 1 out of 5 interviews is with a newcomer. So it's establishing normative benchmarks - like the one that says for every job you should interview 5 people. Out of the 5, 1 or 2 should be with a newcomer if you're casting your net without bias. If you start talking with HR professionals - talk about the new norm." Ideation Session Stakeholder

"I'd say private sector targets for interviewing - not hiring - just interviewing. You make a commitment to interview a certain number of immigrants and if you do that your empathy will increase - so this should be a recommendation for employers as well." Ideation Session Stakeholder

However, stakeholders also suggested that solutions need to be driven by the senior executives within an organization:

"When you start to talk about business targets it becomes a top-down discussion. The executives need to be behind it. It'd be interesting to get perspectives from the people who are running these companies - what do they know about what their organization is doing from an HR stand point and what do they recommend? They might assume something is being done but it isn't. They might be surprised to find out that things aren't working. Like the CEO who goes undercover. It'd be interesting to hear this feedback."

Ideation Session Stakeholder

Stakeholders also indicated that testimonials might be a way to encourage employers to set hiring targets:

*“A good way to get the conversation happening is testimonials. Businesses that can talk about this - what program they put in place and why they did it and how many they hired and what was their return on investment and how it helped their workplace environment. This is employers who are willing - not forced - to talk about it. If you get the right employers talking about it, it’s amazing what their peers are willing to do.”*Ideation Session Stakeholder

What Recruitment Channels are Used?

This section discusses the channels currently being used by newcomers when looking for employment and by employers to recruit newcomers.

Use of Recruitment Channels

.....
WORD OF MOUTH & ONLINE ARE MAIN CHANNELS
USED AMONG EMPLOYERS AND NEWCOMERS
.....

Employers were asked what channels they used for recruiting newcomer talent. With the exception of ‘word of mouth’ (69%) and ‘online recruitment sources’ (62%), usage of all channels was somewhat low among employers; 32% or less for all other recruitment channels (Chart 25). Just over one in ten employers (13%) indicated that they did not use any channels to recruit newcomers.

When results are examined by subgroup, some differences are observed. Small companies (20-49 employees) were less likely to use recruitment sources compared to larger companies; especially, ‘job/recruitment fairs’ (18% vs. 50-99 employees at 25% and 100+ employees at 40%), ‘sector councils/professional associations’ (13% vs. 50-99 employees at 29% and 100+ employees at 31%), and ‘mentoring programs’ (6% vs. 50-99 employees at 15% and 100+ employees at 19%). Non-regulated companies were also less likely to use recruitment sources, with the exception of using ‘immigrant serving agencies and other agencies’ (34% vs. 27% regulated). Regulated companies, on the other hand, were more likely to use ‘mentoring programs’ (22% vs. 9%); ‘job/recruitment fairs’ (38% vs. 25%); ‘regulatory bodies/unions’ (18% vs. 6%); and ‘networking events/industry specific forums’ (35% vs. 24%). Responses among the regional subgroups remained consistent with total level responses (range of 5%).

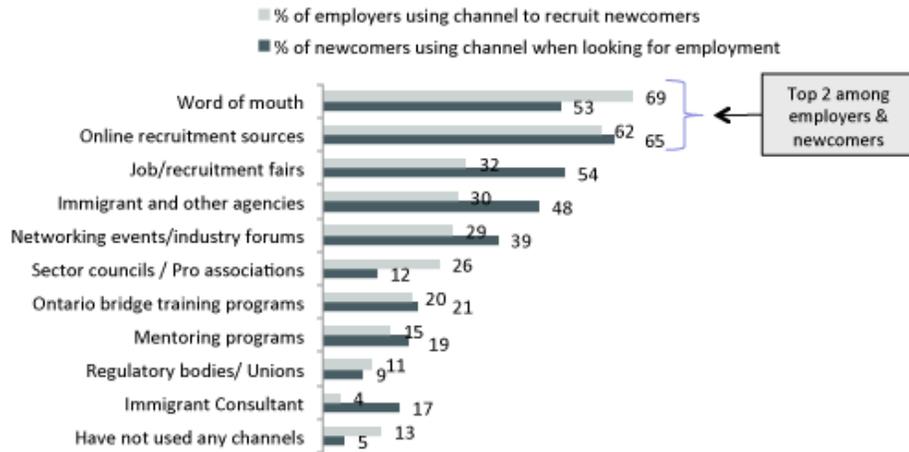
Among the industry subgroup, Manufacturing/Transport and Finance/Business companies were more likely to use ‘immigrant serving agencies and other agencies’ (48% and 49% respectively vs. Health/Social at 15%, Professional/IT at 32% and ‘Other’ industry at 21%). Finance/Business companies were also more likely to use ‘networking events/industry specific forums’ than other industry sector companies (46% vs. range from 22% to 30%). However, Professional/IT companies were more likely to use ‘Ontario Bridge training/other training programs’ than other industry sector companies (35% vs. range from 12% to 23%). As may be expected, Manufacturing/Transport and Health/Social companies were more likely to use ‘Regulatory bodies/ Unions’ than other industry sector companies (14% and 18% respectively vs. range from 3% to 6%). For a detailed table of employer responses by subgroups of interest please refer to Appendix C.

Newcomers were also asked which channels they used when looking for employment. Similarly to employers, 'word of mouth' (53%) and 'online recruitment sources' (65%) were the top channels used by newcomers. Over half of the newcomers surveyed also indicated that they used 'job/recruitment fairs' (Chart 25). Newcomers were also given the option to indicate usage of any specific channels when looking for employment. While it is acknowledged that the Government of Ontario funds numerous programs and services designed to assist newcomers in their search for employment, including Employment Ontario, no such specific resources were offered as 'other' mentions by newcomer survey respondents. Additionally, newcomers did not mention using Employment Ontario during any of the focus groups. During stakeholder validation sessions, one suggestion given for why this relevant resource was not mentioned (and therefore assumed to not have been used) may be due to lack of awareness or the perceived reluctance of educated newcomers to be seen as needing some form of social assistance services/supports.

Differences were also noted by newcomer subgroup of interest. Newcomers not currently working were more likely to have used all recruitment channels than working newcomers. Newcomers who had lived in Canada for 6-10 years were less likely to use recruitment channels than newcomers who had lived in Canada for a shorter period of time, especially 'mentorship programs' (7% vs. 29%/23%) and 'immigrant serving and other agencies' (32% vs. 60%/54%). Females were more likely than males to use 'word of mouth' (62% vs. 42%) and newcomers with experience working in the 'Finance/Business' sector were more likely to use 'networking events/industry specific forums' (49%), 'immigrant serving and other agencies' (67%) and 'mentoring programs' (35%) than their counterparts in other industries. Similarly, newcomers with experience working in the 'Health/Social' sector were more likely to use 'regulatory bodies/unions' (18%) and 'Ontario Bridge Training programs/other training programs' (31%) as recruitment channels. For a detailed table of newcomer responses by subgroups of interest please refer to Appendix C.

As shown in the chart below, a larger proportion of newcomers than employers used all recruitment channels with the exception of 'sector councils/professional associations' (12% vs. 26% of employers), and 'regulatory bodies/union' (9% vs. 11% of employers). In addition, fewer newcomers indicated that they had not used any channels when looking for employment (5% vs. 13% of employers).

Chart 25: Recruitment Channels Used by Newcomers and Employers



Employer Survey: Has your organization used any of the following channels/resources for recruiting immigrant talent?

Newcomer Survey: Have you used any of the following channels/resources when looking for employment opportunities?

Use vs. Usefulness: Newcomers

.....
ONTARIO BRIDGE/TRAINING PROGRAMS & MENTORING PROGRAMS ARE VERY UNDERUTILIZED BY NEWCOMERS, ESPECIALLY CONSIDERING TO THEIR HIGH LEVELS OF PERCEIVED USEFULNESS

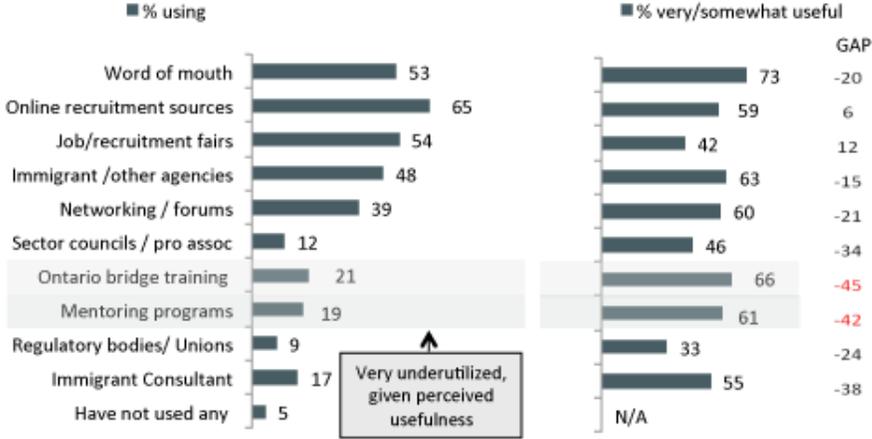
Newcomers were asked to rate the usefulness of the recruitment channels they had used when seeking employment. As shown in the chart below, the most useful channels indicated by newcomers were ‘word of mouth’ (73%), ‘Ontario Bridge Training programs/other training programs’ (66%), ‘immigrant settlement and other agencies’ (63%) and ‘mentoring programs’ (61%). Although newcomers indicated that they were among the most useful, ‘Ontario Bridge Training programs/other training programs’ and ‘mentoring programs’ were also the most under-utilized channels. This suggests that promotion/marketing is required to increase awareness of these channels among newcomers.

Newcomers participating in the focus groups stated that, for many, mentoring is a concept not practiced in their country of origin. Additionally many newcomers did not know what a sector council was or how a professional association could benefit them. Newcomers also indicated that these types of opportunities are hard to find, especially in smaller towns and for newcomers in unregulated professions. This was supported by the survey data, which shows that fewer newcomers in the North reporting either of these channels (i.e., ‘Ontario Bridge Training/other training’ or ‘mentoring programs’) compared to other areas of Ontario (except Western Ontario).

As noted previously, many newcomers expressed frustration with the lack of information available prior to their arrival in Canada. Only a small proportion (17%) of newcomers surveyed had used the services of an immigration consultant. Findings from focus groups and stakeholder suggest that the selection of an immigrant consultant should be made very carefully as some consultants may put their interests before those of their clients. This is supported by the literature:

“...some consultants...are unscrupulous and may provide false information and faulty advice or may intentionally help people to get around or break the rules for admission and citizenship. To address these problems, the federal government has introduced a series of initiatives to better regulate the immigration consulting business and tackle immigration fraud. Legislation came into force in June 2011 to “crack down on crooked immigration consultants.” The legislation makes it an offence and imposes penalties for anyone other than an accredited immigration representative to provide advice for a fee or other consideration at any stage of an immigration application or proceeding... The intent of these measures is good but they are unlikely to be effective for consultants working overseas beyond the reach of Canadian law.”

Chart 26: Newcomer Perception of Usefulness of Recruitment Channels



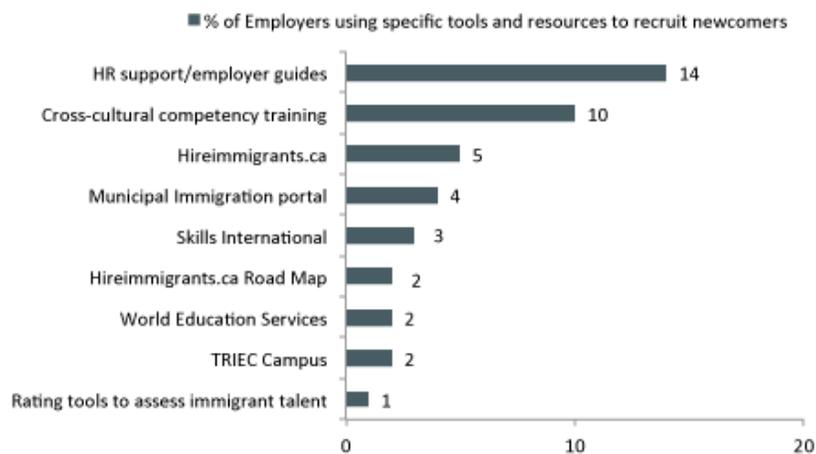
Newcomer Survey: Have you used any of the following channels/resources when looking for employment opportunities? Please indicate how useful these channels/resources were/are in helping you find employment opportunities.

.....
 VERY LOW USAGE OF SPECIFIC NEWCOMER
 RECRUITMENT TOOLS AMONG EMPLOYERS

In addition to the above mentioned employer recruitment channels, employers were also asked to identify which specific tools and resources they used to help them recruit newcomers. As shown in the chart below, 'HR support/employer guides' and 'cross-cultural competency training' were the tools and resources most used by employers (14% and 10%, respectively). Only 5% or fewer employers indicated using other tools and/or resources to help them recruit newcomer talent. For a detailed table of employer responses by subgroups of interest please refer to Appendix C.

Employers were also asked to rate the usefulness of these specific recruitment tools and resources; however, due to low usage of recruitment channels, base sizes are too small to reliably report results. Low use of recruitment channels - particularly employer toolkits - is surprising given the large number of toolkits and resources readily available to employers over the Internet.

Chart 27: Specific Recruitment Tools and Resources Used by Employers



Employer Survey: Has your organization used any of the following tools/resources to find suitable immigrant talent?

Employers noted that more could be done locally to increase awareness of tools and resources:

“There needs to be more outreach to local employers to educate about the kinds of services that are available to employers who want to hire professionally trained individuals.” Employer Focus Group Participant

A recent report by the Immigrant Council of BC identified employers as having a need for tools and resources for recruiting and retaining newcomer talent. The report also acknowledges the low employer awareness of tools and resources despite the large amount of available information and services.

“Employers have a critical need for concrete solutions and outcomes - tools, resources, and information - that will help them attract, hire and keep skilled immigrants. They are increasingly aware of immigrants being an important part of the solution, but many employers do not know where to start or how to connect with the solutions...Employers are challenged by the myriad of services and service providers, resulting in confusion and a low level of awareness. SMEs in particular do not have the resources or patience to navigate the systems for relevant information and services; nor the ability to work with multiple service providers”.

An online scan of employer toolkits and resources specifically designed to assist with the recruitment and retention of newcomer talent revealed a number of resources available nationally, provincially and at the local level. Each website included information on a variety of topics including: labour market information, cultural diversity, foreign credentials and recognition, programs available to employers, training and language programs, resources available either locally or in a specific provincial region and links to national websites such as Citizenship and Immigration Canada, ALLIES, Canadian Institute of Diversity and Inclusion, job banks and Hireimmigrants.ca.

All websites had some form of recruiting and hiring toolkits either posted directly to the webpage or available via a link. Most toolkits provided step by step instructions and best practices for hiring and retaining immigrant talent. For example, a web site designed for employers, immigrants and community stakeholders in the Surrey BC area, ‘Get in the Know’, has a dedicated section for employers that includes a recruiting and hiring matrix, information on leading employers (BC, outside BC, national, international), a list of best practices (list of 10 with descriptions), a list of various cultural diversity awards for employers (list of 9 awards and descriptions), and a list of community contacts for local immigrant and refugee service agencies.

Many websites also contained information on internship and mentorship programs, as well as downloadable PDF manuals or booklets containing advice on how to find, recruit and support immigrant talent and on how to prepare the workplace to be more welcoming for newcomers. For example, the Quinte West Chamber of Commerce makes available a 32 page booklet, called ‘Employer’s Tool Kit - Foreign Trained Professionals’, for employers in the Greater Quinte Area. Topics include employment trends, the business case for hiring immigrants, recruitment and selection ideas, interviewing tips and techniques, how to create an inclusive workplace, mentoring, local support services, and a resources list.

A few websites such as went a step further, including webinars, and video testimonials from employers and newcomers discussing their experiences hiring or seeking employment. These websites were interactive allowing users to type in their location, as well as their resource needs, and receive customized information such as a community immigrant retention toolkit. Examples of such websites include Hire Immigrants.ca, Immigrant Employment Council of BC, Ontario Ministry of Agriculture, Food and Rural Affairs, and Atlantic Connection for Internationally Educated Health Professionals. For a detailed list of the web sites and their available tools and resources please refer to Appendix B.

What Employer / Newcomer Supports Are Used?

The following section looks at the use of supports provided to both newcomers and employers by government, immigrant and employment agencies, educational institutions, and employers. Perception of the usefulness of training and support services available to assist with securing employment and integrating newcomers into the workplace are also discussed.

Employer Supports/Incentives: Usage

.....
MORE THAN TWO-THIRDS (68%) OF EMPLOYERS
DO NOT USE THE SUPPORTS/INCENTIVES AVAILABLE
.....

Employers were asked to indicate whether they use any supports or incentives to facilitate hiring and retaining newcomer talent. Survey results show that few employers are taking advantage of the supports/incentives available to them, with 68% indicating that they have not used any supports. Findings from focus groups with employers indicated that employers were generally not aware of the supports and incentives available.

“I work for the government indirectly and I’m aware of subsidies for youth but not so much for immigrant talent. I haven’t come across anything specific to new Canadians but it would be a benefit because payroll is a big cost for companies.” Employer Focus Group Participant

“We aren’t really aware of the newcomer supports available. We know there are newcomer services out there and ESL, but we don’t know what supports are available that would help newcomers integrate better. We just get referred to a website and this isn’t really an effective way to help us become aware of the supports that are available. It’d be good to have a centralized network of resources available because most of them are spread out - most are government sponsored sources for recruitment. Part of it is where we’re located and we don’t have much diversity here but there really isn’t a lot available to us.” Employer Focus Group Participant

Ideation session stakeholders acknowledged that most supports and incentives are not specifically promoted to encourage the employment of newcomers.

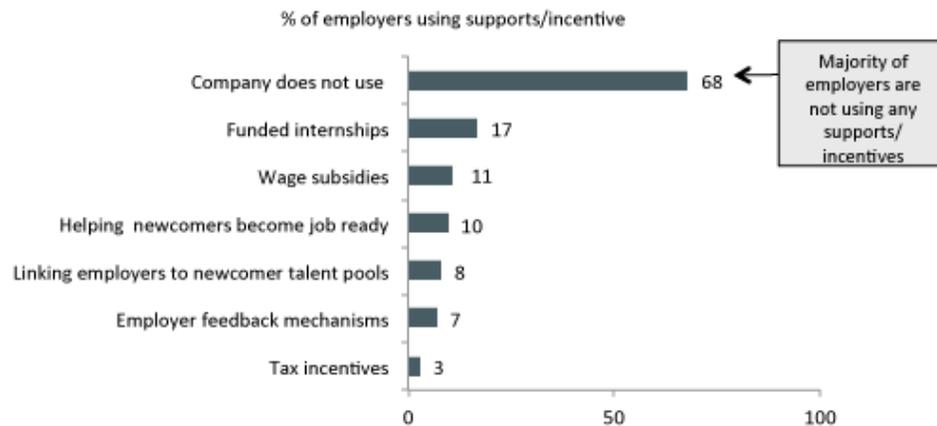
“To be fair, these grants are not specifically for newcomers - and maybe that’s the problem.” Ideation Session Stakeholder

The fact that so few employers reported using supports/incentives and many indicated that they were not aware of what is available, suggests that promotion is required to increase awareness.

Among those employers who did indicate that they used supports, the most commonly used were: ‘funded internships’ (17%); ‘wage subsidies’ (11%); and ‘helping immigrants become ‘job ready’ through programs such as language or Ontario Bridge Training programs’ (10%). (Chart 28).

Survey results indicated that the least utilized supports were: ‘linking employers to immigrant talent pools available through government funded employment service providers’ (8%); ‘feedback mechanisms through which employers can provide input into training programs to ensure that skilled workers have the competencies they require’ (7%); and ‘tax incentives’ (3%). (Chart 28).

Chart 28: Employer Use of Supports and Incentives



Employer Survey: Has your organization ever used any of the following supports to encourage the hiring of immigrants and facilitate employment for immigrants?

Findings from subgroups of interest indicate that use of language or Ontario Bridge training programs to help immigrants become ‘job ready’ was more common among larger companies (50-99 employees at 15% and 100+ employees at 13%) than companies with 20-49 employees (1%). Large companies (100+ employees) were also more likely to use feedback mechanisms to provide input into training programs (10% vs. 50-99 employees at 8% and 20-49 employees at 3%). No noticeable differences were observed among any other subgroups of interest. For a detailed table of employer responses by subgroups of interest please refer to Appendix C.

.....
AMONG EMPLOYERS USING SUPPORTS
98%-100% RATED THEM SOMEWHAT/VERY USEFUL
.....

Nearly all employers reporting using supports and incentives indicated that they were 'somewhat/very useful' (ranging from 98%-100%) with the exception for employers using 'links to newcomer talent pools' (86% rating this support 'somewhat/very useful').

Employer focus group findings revealed that there was an appetite for a 'one stop shop' for newcomer talent pools. Some employers stated that they work closely with educational institutions and agencies to develop newcomer talent pools, and value these relationships. However, employers in larger urban centres expressed frustration that they were inundated with requests from various agencies, all with different processes/programs, to consider their candidates for available positions. These employers suggested that it would be preferable to let the agencies identify the best newcomer candidate(s) for various types of positions and place them in a pool from which the employer could select.

A recent study of British Columbian employers supports this finding:

"Employers would like to see better coordination of service agencies that work with immigrants, and improvements in their capacity to interface with and support employers. Employers see service providers as almost solely focusing on the needs of the immigrants, without much consideration or focus on demand-side requirements."

Newcomer Supports: Use vs. Usefulness

Newcomers were asked whether they used any training or support services provided by organizations when looking for employment opportunities. Roughly 1 in 5 (22%) indicated that they had not taken advantage of these services (Chart 29). Among those who had used training and/or support services, the three most used were: 'training related to resume/cover letter writing' (47%), followed by 'training related to interview skills' (39%) and 'language support and training' (32%). The top two supports were also most used by all newcomer subgroups. Just over one quarter (27%) of newcomers reported using 'foreign qualification/credential assessment services', however results did not capture whether newcomers had their credentials assessed prior to arrival or after they had arrived in Canada. The training/support services that were least utilized were 'social networking training' (19%), 'co-op/internship/work placement' (13%), and 'support with the logistics of settling in' (6%) (Chart 29).

Among the subgroups of interest, newcomers who were not working were more likely to use supports than were their working counterparts; especially, 'resume/cover letter training' (66% vs. 38%), 'interview skills training' (49%

vs. 33%), 'language support and training' (42% vs. 28%), 'mentoring programs' (37% vs. 22%), and 'cultural awareness/ work practices training' (40% vs. 21%). Newcomers who had been in Canada for five years or less were also more likely to use available supports than those who had lived in Canada longer. Most notable supports used by newcomers in Canada for five years or less were: 'resume/cover letter training' (<1 yr at 54% and 1-5 yrs at 49% vs. 6-10 yrs at 38%); 'mentoring programs' (<1 yr at 38% and 1-5 yrs at 33% vs. 6-10 yrs at 11%); 'cultural awareness/ work practices training' (<1 yr at 33% and 1-5 yrs at 30% vs. 6-10 yrs at 19%); and 'social networking training' (<1 yr at 25% and 1-5 yrs at 21% vs. 6-10 yrs at 12%). However, newcomers who had lived in Canada for more than five years were more likely to have used 'Co-op, internships or work placement' (18% vs. 1-5 yrs at 14% and <1 yr at 8%). For a detailed table of newcomer responses by subgroups of interest please refer to Appendix C.

.....
MOST NEWCOMER SUPPORTS WERE UNDERUTILIZED
GIVEN PERCEIVED USEFULNESS BY THOSE WHO USE THEM
.....

When asked how useful these training /support services were in helping them find employment opportunities, most newcomers who used the supports available reported that they were, indeed, useful. This indicates that usage of all tools is low given how useful they are perceived to be among those who use them. However, usage is particularly low for the following tools all of which were rated very or somewhat useful by 70% or more of those who use them:

- 'Mentoring programs';
- 'Training related to interview skills';
- 'Co/op and other work placements';
- 'Cultural awareness/Canadian work practices training';
- 'Language support and training'; and
- 'Social networking training' (Chart 29).

The fact that the training /support services considered most useful are extremely underutilized (i.e., large gap between usage and perceived usefulness) suggests promotion is required to increase awareness among newcomers.

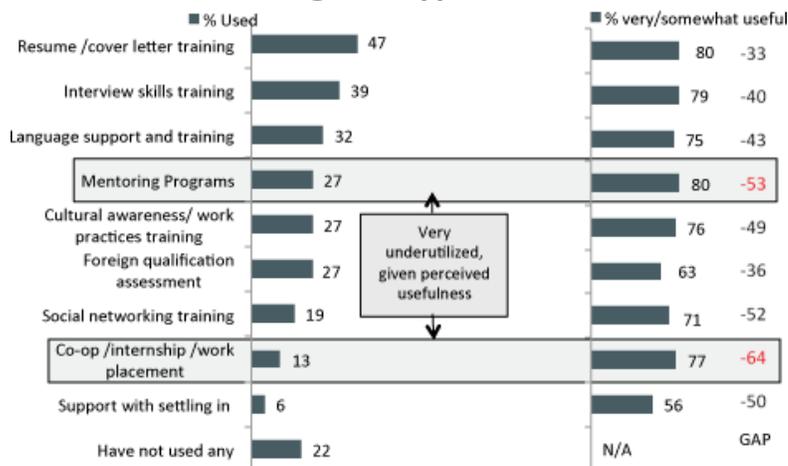
It should be noted that, regarding 'co/op and other work placements', literature suggests that eligibility rather than awareness is the primary reason for low usage among newcomers.

“One of the greatest limitations of internships programs is eligibility. While there currently exist a variety of paid internship programs that benefit subsets of the newcomer population, many internationally trained workers find themselves excluded.”

During the Ideation session, government stakeholders also noted that newcomer demand for Ontario Bridge training programs (which include work placement opportunities) far exceeded the spaces available for these programs.

Supports to help newcomers integrate are discussed in more detail below.

Chart 29: Newcomer Use and Perceived Usefulness of Training and Support Services



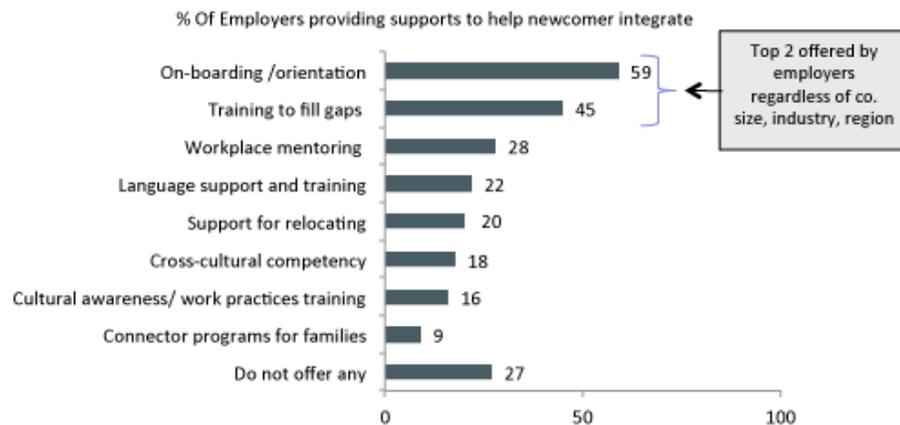
Newcomer Survey: Have you used any of the following training/support services provided by organizations when looking for employment opportunities? Please indicate how useful these training/support services were/are in helping you find employment opportunities.

Newcomer Supports Provided by Employers

.....
 ‘ON-BOARDING’ AND ‘TRAINING TO FILL GAPS’ WERE THE SUPPORTS MOST OFFERED BY EMPLOYERS SURVEYED

Employers were asked whether they provided any supports to help integrate newcomers into the workplace. As indicated in the chart below, just over 1 in 4 employers (27%) do not offer any supports. The supports most commonly used by employers to help newcomers integrate into the workplace were ‘on-boarding/orientation training’ (provided by 59% and most likely to be provided by virtually all employer subgroups); and ‘training to fill gaps in experience/training’ (provided by 45% and second most likely to be provided by virtually all employer subgroups). Least likely to be offered were ‘connector programs for families’ (9%), ‘cultural awareness/Canadian work practices training for immigrant talent’ (16%), and ‘cross-cultural competency training for employers and employees’ (18%).

Chart 30: Supports Provided by Employers to Help Newcomers Integrate



Employer Survey: Does your organization provide any of the following supports to help integrate recent immigrants into the workplace?

Integration of Newcomers into the Workplace

Literature identifies a number of best practices for employers to better integrate newcomers into the workplace; namely, the use of mentoring and internships, promoting and celebrating cultural diversity and developing strategies and partnerships that engage multiple stakeholders. The following sub-sections discuss the findings from the focus groups as well as the stakeholder Ideation Session as they pertain to best practices.

Internships, Work Placement and Co-ops

In focus group sessions conducted with employers, several acknowledged using internships and working with educational institutions to participate in funded work placements and Bridge Training programs. However, some employers stressed that while supports and incentives are encouraging, their decision to hire a newcomer must be driven by whether or not they are a good ‘fit’ for their organization.

“I don’t think any incentive will encourage [an employer] to hire the newcomer if they don’t think the newcomer is a good fit for the organization.” Employer Focus Group Participant

During the Ideation Session, it was suggested that internships are an ideal way for an employer to evaluate the ‘fit’ of a newcomer prior to making an offer of full time employment.

*“Internships are really interesting because Canadian employers don’t like to fire people but you can quite easily fire someone in the private sector and you can in a unionized environment as well. We just don’t like to have that uncomfortable conversation. So, what’s good about the internship is that it’s a limited commitment and you don’t have to have the conversation about what’s not working well. After 6 months or whenever the term of the internship is up you can say goodbye. After 3 months, if it isn’t working out well or they’re going down the drain, there’s only 3 months to go.”*Ideation Session Stakeholder

While much of the literature speaks of the benefits of internships, there is literature to suggest that internships, particularly unpaid internships or volunteer type positions may not be successful in terms of translating into full time jobs. In a recent Volunteer Canada report, among those who indicated that they volunteered to improve their prospects for employment, only 31% indicated that volunteering led to a job opportunity.

In addition, the Ontario College of Teachers ‘Transition to Teaching’ report found that while many of newly licensed teachers, including internationally trained teachers, will volunteer at schools in order to ‘get their foot in the door’, there is no evidence to suggest that the act of volunteering is actually translating into jobs.

While many employers acknowledged the benefits of internships during the focus groups, some employers also expressed concern that internship programs could be abused as a way to hire cheap labour:

*“It would need to be thought through in terms of what are the intended outcomes so that no one gets into a precarious employment situation where they’re being mistreated or it’s a way to bring in cheap labour.”*Employer Focus Group Participant

Mentoring Programs

Findings from newcomer focus groups showed consensus that using a mentor or a co-op/internship program would be a good way for newcomers to take that first step into their field and obtain Canadian work experience. However, the concept of mentorship was not well understood by many participants who noted that, in their country of origin, mentors are not typical. Newcomers in remote areas or smaller towns noted that it was very difficult to find a mentor, especially if their area of expertise was less well recognized.

*“If you don’t have a mentor or someone you can talk to it’s hard. I struggled to find someone. If you could do that before you get to Canada that would help”*Newcomer Focus Group Participant

Those who did use a mentor/mentoring program found it to be of value in helping them connect and build their networks. Some of the noted benefits included developing an understanding of the job market, how to tailor resumes, tips on networking, and learning about workplace and cultural norms in Canada. Newcomers also noted that their mentors helped them to develop a positive attitude towards Canada and finding employment. However, they stressed that it was important the mentor be a good match for them.

“Although I’ve only met my mentor four times, I think it’s more effective when done face-to-face. He meets with you for at least one hour every week or whenever he’s available. He gives you shortcuts which you need because every day you’re spending from your own savings. But you need to make sure he’s the right person.” Newcomer Focus Group Participant

There is evidence in the literature supporting the theory that employment outcomes are better for newcomers who have had an internship or mentor:

“The importance of mentoring and internships as a tool for successful labour market integration was identified as a solution to better integrate newcomers in approximate 68% of the articles reviewed by authors of this report (p. 34).”

“In Organisation for Economic Co-operation and Development (OECD) countries, mentorship programs are increasingly popular among integration measures to facilitate access to networks and provide knowledge about the functioning of the labour market (p. 31).”

Cultural Awareness/Work Practices Training/diversity programs

Employer focus group findings revealed that diversity programs were considered especially useful for hiring managers who, as a result of their unconscious bias, may stand in the way of hiring newcomers. However, it was also observed that smaller companies are not using diversity programs because they do not have time to develop them.

“Employers need a basic understanding of cultural differences and cross cultural miscommunication. This is especially important during the interview process (e.g., not showing enough enthusiasm or not making eye contact may be based on cultural norms).” Employer Focus Group Participant

Employers also stressed the importance of cultural awareness with respect to messaging and promoting workplace values and helping newcomers understand the culture of their workplace.

“It is also about newcomers learning to understand what the workplace culture is like in Canada (and in their organization specifically) and asking questions about it. As an employer, a newcomer we hired asked me, “You have posters up that talk about your workplace values and behaviours that are important here, but all of these values and behaviours are not appropriate in my culture. For example, ‘tell it like it is’ and ‘say it, do it’. These are aggressive behaviours and in my culture these things are not done. We’re more reserved”. What we were really trying to say is ‘be open and honest’ but the newcomer was thinking that this means being rude, overbearing, and inappropriate. So, we had to recalibrate to explain what our expectations were with these things. This really put the newcomer in an uncomfortable position. It shouldn’t be telling newcomers to sink or swim – we have to help them understand the nuances”. Employer Focus Group Participant

The literature suggests that employers should develop diversity policies for their workplace in order to build a diverse workforce and to retain employees:

“By employing immigrants, employers may build a workforce that is diverse; however, to retain employees there must be active diversity policies in place... There is a need to better understand the different practices that employers might implement in order to foster a more accommodating workplace environment and the challenges that are encountered in doing so.” (p. 21)

As noted previously, many employer toolkits speak to the benefits of a diverse workforce and how this diversity is becoming increasingly important in this global economy. This is also found in the literature:

“From an employer’s perspective, it is good business to hire immigrants in order to have employees who can interact with a broad range of customers from different cultural backgrounds (Keung, 2004).”

This idea was echoed by both employers and stakeholders:

“We have three of our 16 senior execs who are newcomers. Our market is worldwide and we’re bringing diversity in so we don’t get stuck in this Canadian work culture. It helps us to diversify so we can break into other markets more easily – better strategic development when we encourage diversity in thought and culture. We want to develop a worldwide culture so we can expand beyond Canada’s borders.” Employer Focus Group Participant

Stakeholders in the ideation session emphasized that employers need to be shown that a diverse workforce will improve their organization’s ability to compete and will, over time, increase company revenues:

“What will help enforce it is making the business case. If there’s a target to try to achieve, the line is tied back to the organization’s customer base. If the customer base includes a certain percentage of immigrants then the organization sees how it’s tied to business needs.” Ideation Session Stakeholder

Top-Down Support

Results of this study also suggest that inclusive hiring practices and the use of supports to help newcomers integrate into the workplace will be effective only if they are endorsed by those at the highest levels of an organization. Without ‘top-down’ support from senior management, it was suggested that these practices and supports are unlikely to be maintained within an organization:

“We’ve heard about executive sponsorship. If you don’t have top down executive sponsorship, you’re spinning your wheels. The larger companies that have the scale to hire - what’s the role of the CEO? What’s their accountability and messaging to the HR department? ...That top down needs to be there. If the CEO provides the direction and says this is what we want to be known for, it’s easier - not easy - but the worker bees feel like they have that support.” Ideation Session Stakeholder

The literature available also emphasizes the important role that employers play in the successful integration of newcomers.³⁹ This can include providing newcomers with a valid offer of employment prior to arrival in Canada, partnering with local educational institutions, chambers of commerce, economic development groups and newcomer settlement agencies to develop community-based strategies to address barriers to employment, and developing a leadership role in improving newcomer employment outcomes.⁴⁰

39 Drolet, J. et al. (2014).

40 Ibid.

Recommendations

Recommendations, based on the study's findings, are presented as they pertain to government, employers, immigrant settlement/employment agencies and newcomers.

Recommendations for Government

- 1. Enhance and expand website.** Results of focus groups with newcomers suggest that newcomers look to government websites for reliable information. It was suggested that government websites could be enhance and expanded so newcomers can easily obtain all the information they will need both before they arrive in Canada, and after they settle. With the vast amount of information available, it was also suggested that websites could better target pre-arrival vs. post arrival information as well as sector specific information. The information newcomers would look for on this website include: a check list of steps to take before arrival; targeted sector/occupation specific information (e.g., labour market information, additional exams/training required, links to sector councils and professional associations); a list of the challenges newcomers should anticipate in their search for employment, a list of government funded immigrant serving agencies, a list of business that value diversity, information on the importance of having education credentials assessed before arrival and links to credential equivalency tools and evaluation services; information on the importance of networking and mentorship; and links to additional resources, programs and information. While it is important to note that much of the above mentioned information already exists on the Ministry of Citizenship, Immigration and International Trade's (MCIIT) website, more can be done to improve the online presence and promotion of ministry programs/resources that are designed to help newcomers find employment commensurate with their skills.
- 2. Emphasize the importance of settlement plans and pre-arrival connections between newcomers & 'ambassadors'.** During the Ideation Session with stakeholders, it was suggested that every immigrant should have a settlement plan and that these plans should be developed with the support of 'ambassador' (i.e., an immigrant serving organization, a lawyer, or an immigrant consultant). The settlement plan would serve to indicate that the newcomer has made the preparations necessary to ensure their successful integration. Encouraging pre-arrival connections between newcomers and ambassadors will help to ensure newcomers are better prepared for their job search prior to arrival in Canada. To that end, websites such as Orientation to Ontario (<http://settlement.org/orientationontario>)

that promote links between newcomers and settlement agencies and provide templates for developing settlement plans should be more visibly promoted on federal and provincial websites.

- 3. Fund access to occupation specific mentor programs (pre & post arrival).** The idea that the government should assist newcomers in accessing sector specific mentor programs that can provide them with the specific information they need to work in their intended field was discussed by newcomers during the focus group sessions. Sector specific mentors have a deep knowledge of their sector and can provide insights on how their industry works in Canada, as well as reliable advice on how a newcomer should promote themselves through their resume and during the interview process. Sector specific mentor programs would provide newcomers with more specific information regarding credential requirements for their industry and would assist newcomers in finding industry specific networking opportunities.
- 4. Establish and promote organizational best practices informed by global trends.** Methods of addressing the issue of workplace and hiring biases were discussed during the Ideation Session with stakeholders and during focus group sessions with employers and newcomers. One option suggested was to establish and promote best practices for organizations in terms of recruiting and hiring newcomers. For example, newcomer interviewing targets could be established and positioned as 'normative benchmarks' against which organizations could measure their own interviewing practices. Additional best practices are listed under *Recommendations for Employers*. These best practices should be targeted at organizational leaders who are best positioned to lead and promote change within their organization.
- 5. Combine promotion of internships and subsidies with education of employers.** Findings from the survey with employers noted that many employers are not taking advantage of internships and subsidies to help support the hiring and retention of newcomer talent despite their perceived usefulness. During the Ideation session, it was suggested that efforts should be increased to educate employers about the impact that labour shortages, coupled with a lack of succession planning, will have on organizations within Ontario. Promotion of internships and training subsidies for newcomers could be linked to educational efforts to underscore the importance of utilizing subsidies and internships. Promotional messaging should emphasize that these supports would allow employers to minimize risk while filling vacancies.

6. Education of employers on the business case of hiring educated newcomers. Related to the education of employers on the benefits of using internships and subsidies, is the education of employers on the business case for hiring newcomers. The objectives of the Government of Ontario's Immigration Strategy include "attracting a skilled workforce and growing a stronger economy" and "leveraging the global connections of our diverse communities to increase our prosperity".⁴¹ Promotion of the business case benefits for having diverse employees, such as, increased access to a wider and global customer/client base, better customer service because employees are representative of the customer base, the infusion of new and innovative ideas/ perspectives, and ensuring the best talent for the position is a step towards these government objectives.

Recommendations for Employers

- 1. Promote organizational best practices.** These include:
 - a. Inclusive recruitment processes.* Organizational leaders should encourage Human Resources representatives to incorporate more inclusive hiring processes such as developing job descriptions that accurately reflect the true requirements of the position (e.g., Canadian work experience may not be an actual requirement), having a culturally balanced hiring team and practicing culturally appropriate interviewing techniques.
 - b. Anonymizing resumes.* Have someone other than the hiring team/person blackout the names and places of education from candidates' resumes so that selection is based solely on qualifications.
 - c. Interviewing targets for newcomers.* Employers should be encouraged to establish targets within their organization for interviewing a certain number of newcomers to fill vacancies within their organization. By making a commitment to interview a certain number of newcomers each year, organizations can objectively assess their recruitment practices to ensure that they are inclusive.
 - d. Analyze recruitment patterns.* Regulated professions assess the number of newcomers who apply for a position and the number who were hired to that position. All employers, including those in unregulated professions, should be encouraged to regard analysis of recruitment patterns as a best practice. By analyzing the recruitment patterns of their

41 Ontario's Immigration Strategy: http://www.citizenship.gov.on.ca/english/keyinitiatives/imm_str.shtml

organization, employers will be able to accurately determine whether the number of newcomer hires within a given year is appropriate, given the number of newcomers who were interviewed that year. Organizations should be encouraged to maintain a record of recruitment outcomes, including reasons for hiring or rejecting newcomer applicants. In this way, organizations can assess whether recruitment of newcomers was low because an insufficient number of newcomers was interviewed or because those interviewed did not possess the skills necessary to perform the job.

- e. *Make use of credential equivalency tools.* Among small employers in particular, utilization of these tools was low due to either a lack of awareness or limited financial resources. The use of these tools should be promoted so that employers understand that the benefits of using them outweigh the cost.
- f. *Provide diversity training.* Employers should be reminded of the negative impact cultural biases have on hiring practices within Ontario organizations, and on the ability of newcomers to successfully integrate into the office culture. Employers should be encouraged to provide diversity training to address these biases.
- g. *Support cultural and religious practices in the workplace* such as providing time for prayer, encouraging employees to share and learn about each other's cultures, and providing a multicultural calendar for the workplace.
- h. *Mentor a newcomer.* Engage staff in mentoring activities in order to make your organization more attractive to newcomers, increase training abilities within your organization, and increase your public profile as an organization that values diversity. Mentoring a skilled newcomer can be developed as part of the on-boarding strategy for new hires or as a way to get involved in supporting newcomers and sourcing new talent pools.
- i. *Provide Paid Internship/Work Placements.* Paid internships and work placements are a great opportunity to assess skilled newcomers' abilities in order to determine if they are the right 'fit' for your company. Wage subsidies and tax credits may be available to help offset the costs of providing such placements.

- 2. Share your story.** Organizations that have realized the benefits of hiring newcomers should be encouraged to share their experiences through testimonials. For private sector businesses, newcomers bring an understanding of other cultures that helps businesses compete in the global market. Within the public sector, newcomers can bring to public serving organizations a better understanding of how to provide effective assistance within Ontario's multicultural environment. Organizations are also encouraged to include their progress on establishing a diverse workforce in their annual reports to employees, stakeholders and/or the public.

Recommendations for Settlement/Immigrant Serving/ Employment Agencies

- 1. Take the lead in developing content of settlement plan and ensure every Ontario client receives this service and follows through on the plan.** Immigrant serving agencies should be encouraged to place a lead role in the development of settlement plans that will help newcomers integrate into the Ontario labour force. Agencies are encouraged to work closely with newcomers to develop this plan in order to ensure that it includes all of the steps that help them succeed.
- 2. Work with employers to define what 'job ready' means for the various jobs within their organization.** Agencies are encouraged to work closely with employers to help define job descriptions that accurately reflect the true requirements of the position (e.g., Canadian work experience may not be an actual requirement) and to understand what employers are looking for in 'job ready' candidates.
- 3. Develop sector specific competencies among agency staff and promote sector specific understanding that differentiates your agency from others.** Agencies should encourage and support their staff to develop sector specific competencies in order to better assist newcomers in finding work in their field of expertise and to help employers find job ready candidates.
- 4. When newcomers first access settlement services, encourage them to visit regularly.** It is important for newcomers to understand the various processes they need to complete in order to find employment and successfully integrate into the workforce. Regular visits to settlement agencies will help newcomer to become more familiar with these processes and can help them feel more comfortable asking questions and getting the answers they need.

5. Take steps to maintain connections with newcomers.

Newcomers should be encouraged to maintain their connection with immigrant serving agencies so that they can continue to receive support even when they themselves are unaware that they still require it.

Recommendations for Newcomers

Pre-arrival

- 1. Visit destination site for reliable information.** Visit a government destination site, such as <http://www.citizenship.gov.on.ca> or <http://settlement.org/orientationontario>, to find reliable information regarding what they need to do to ensure their successful integration into the Ontario job market. Take advantage of information available via links. Share the checklist with an ambassador and work with them to complete your settlement plan.

Post-arrival

- 2. Check in with ambassador on regular basis and maintain connection to continue receiving support (e.g., training to fill skill gaps).** Education and training in Canada can negate an immigrant's newcomer status and disqualify them from interventions they may still require. In addition, those who have lived in Ontario for some time may think that they understand the system and no longer need settlement services that could actually help them better integrate into the business environment within Ontario. When newcomers first access settlement services, they should be encouraged to maintain their connection so that they can continue to receive support even when they themselves are unaware that they still require it.
- 3. Attend networking events to meet others within your industry.** The concept of having a mentor to help you adjust to Canadian work culture and support your search for employment may be unfamiliar to you. However, recent studies have shown that having a mentor is very effective in helping newcomers connect with employers and other professionals. Mentors can provide advice and guidance specific to your area of expertise.
- 4. Get involved in your community to refine soft skills.** Getting involved in your community can help to develop your communication skills and increase your networking. Consider activities such as volunteering, attending community events, join clubs and sports teams, visit the library, and get involved at your child's school.

APPENDICES

Appendix A: Countries of Origin, Ethnic Identity, Languages Spoken

The following table lists newcomer countries of origin by grouped categories.

English Speaking excluding India & Philippines	#	%	South & East Asia including India, China & Philippines	#	%	All Other Countries	#	%
United Kingdom	14	5	India	50	17	Iran	13	4
Bangladesh	11	4	China	24	8	Russian Federation	9	3
United States	10	3	Philippines	12	4	Lebanon	6	2
Nigeria	7	2	Pakistan	11	4	Colombia	4	1
Jamaica	4	1	Taiwan	4	1	Egypt	4	1
South Africa	4	1	Japan	2	1	Germany	4	1
Canada	3	1	Nepal	2	1	Italy	4	1
Malaysia	3	1	Korea South	2	1	Ukraine	4	1
Liberia	2	1	Vietnam	1	0	Venezuela	4	1
Sri Lanka	2	1	Indonesia	1	0	Afghanistan	3	1
Sudan	2	1	Cambodia	1	0	Haiti	3	1
Antigua & Deps	1	0				Iraq	3	1
Australia	1	0				Syria	3	1
Barbados	1	0				Argentina	2	1
Cameroon	1	0				Azerbaijan	2	1
Ghana	1	0				Belarus	2	1
Guyana	1	0				Belgium	2	1
Israel	1	0				Brazil	2	1
Ireland	1	0				Czech Republic	2	1
Kenya	1	0				France	2	1
Malta	1	0				Greece	2	1
Rwanda	1	0				Hungary	2	1
Singapore	1	0				Jordan	2	1
Trinidad & Tobago	1	0				Kuwait	2	1
						Romania	2	1
						Serbia	2	1
						Albania	1	0
						Algeria	1	0
						Andorra	1	0
						Armenia	1	0
						Bahrain	1	0

						Bulgaria	1	0
						Costa Rica	1	0
						Croatia	1	0
						Cuba	1	0
						Denmark	1	0
						Ethiopia	1	0
						Finland	1	0
						Guatemala	1	0
						Latvia	1	0
						Macedonia	1	0
						Moldova	1	0
						Netherlands	1	0
						Peru	1	0
						Poland	1	0
						Togo	1	0
						Sweden	1	0
						Uzbekistan	1	0
Total English Speaking excl Asian countries	75	25	Total South & East Asia	110	36	Total All Other	118	39

Newcomer Survey: What is your country of origin?

The following table lists the ethnic group Newcomers most identified with.

Ethnic Group	#	%	Ethnic Group	#	%	Ethnic Group	#	%
Chinese	32	10	French	6	2	Polish	1	0
East Indian	31	10	Scottish	4	1	Croatian	1	0
English	28	9	Irish	4	1	Hungarian	1	0
Filipino	15	5	Dutch (Netherlands)	4	1	Portuguese	1	0
Iranian	14	5	German	4	1	Australian	1	0
Pakistani	13	4	Italian	3	1	Malaysian	1	0
Russian	12	4	Ukrainian	3	1	Amazigh	1	0
African	12	4	Japanese	3	1	Maltese	1	0
Indian	12	4	American (USA)	3	1	Palestinian	1	0
European	9	3	Greek	2	1	Persian	1	0
Arabic	9	3	Jewish	2	1	Serbian	1	0
Bangladeshi	8	3	Vietnamese	2	1	Swedish	1	0
Spanish	7	2	Korean	2	1	Latino	1	0
South American	7	2	Middle East	2	1	Macedonian	1	0
Caribbean	7	2	Armenian	2	1	Nepali	1	0
British	6	2	Asian	2	1	Nigerian	1	0

Newcomer Survey: What ethnic group do you most identify with?

The following table lists the languages Newcomers are fluent in.

Languages (n=305)	Newcomer #	Newcomer %	Languages	Newcomer #	Newcomer %
English	263	86	Afrikaans	2	1
French	36	12	Dutch	2	1
Urdu	32	10	Malay	2	1
Hindi	31	10	Yoruba	2	1
Arabic	29	10	Armenian	2	1
Chinese (not otherwise specified)	27	9	Greek	2	1
Spanish	22	7	Japanese	2	1
Punjabi	21	7	Korean	2	1
German	17	6	Romanian	2	1
Russian	14	5	Nepali	2	1
Tagalog (Filipino)	12	4	Tamazight	1	0
Cantonese	12	4	Czech	1	0
Gujarati	10	3	Kannada	1	0
Bengali	10	3	Maltese	1	0
Farsi	10	3	Swedish	1	0
Italian	8	3	Twi	1	0
Tamil	8	3	Vietnamese	1	0
Portuguese	7	2	Ukrainian	1	0
Persian	7	2	Hebrew	1	0
Polish	4	1	Turkish	1	0
Indonesian	3	1	Serbian	1	0
Marathi	3	1			

Newcomer Survey: Please select all the languages in which you are fluent.

Appendix B: Scan of Employer Tool Kits

The table below represents the results of an environmental scan of toolkits and resources to assist employers when looking to hire skilled newcomers to Canada. The Google search phrase 'employer toolkits for hiring newcomers in (insert province)' was used to search for websites containing employer toolkits. The ALLIES website was also used to source additional websites for employer toolkits. While the scan was not exhaustive, examples of local, provincial and national employer toolkits are included, along with examples of toolkits directed at communities. Information on a specific best practice or the format in which the information has been provide is indicated with a check mark (ü) under each heading. Due to space restriction, some headings have been abbreviated. Full explanations of each heading are as follows:

- Why Hire - information to support the business case for hiring immigrants;
- Virtual - information is available on link either through a series of links or interactive format;
- PDF - toolkits are available in a downloadable PDF;
- Source - information on how to source/find immigrant talent, develop talent pools;
- Recruit - tips on how to place job postings and advertisements;
- Credentials - information on how to assess foreign credentials and where to find credential assessment services;
- Assess - tips on how to assess and test language and communication skills, where to find local training to upgrade language skills;
- Interview - tips and information on how to conduct interviews with skilled immigrants;
- Retain - best practices for retaining skilled immigrants;
- Diversity - information of cultural awareness and diversity training;
- Mentor - information on how to mentor skilled immigrants and/or join a mentoring program;
- Work Placement - information on how to participate in internships, bridging programs and work placements for skilled immigrants;
- Events - listings of upcoming events and forums specific to hiring and retaining skilled immigrants;
- Resource Links - provides a list of local and national related resources for employers;
- Course - information on available courses for employers such as diversity training, interview techniques and preparing workplace;
- Webinars - links to webinars on topics related to hiring and retaining skilled immigrants;
- Stories - employer testimonials and success stories; and
- Stats - labour market information, reports, studies and statistics on skilled immigrants.

Source/ Provider	Why Hire	Virtual	PDF	Source	Recruit	Credentials	Assess
National/ Federal							
Hire Immigrants	✓	✓		✓	✓	✓	✓
Ontario							
Ottawa Chamber of Commerce	✓	✓	✓	✓	✓	✓	✓
Guelph/Wellington Local Immigration Partnership	✓	✓	✓	✓	✓	✓	✓
Quinte west Chamber of Commerce	✓		✓	✓	✓	✓	✓
Chatham-Kent	✓	✓		✓	✓	✓	✓
London Middlesex Immigrant Employment Council (LMIEC) www.lmiec.ca/	✓	✓	✓	✓	✓	✓	✓
Toronto Region Immigrant Employment Council (TRIEC)	✓	✓		✓	✓	✓	✓
BC							
Immigrant Employment Council of BC	✓	✓	✓	✓	✓	✓	✓
Human Resources Management Assoc (HRMA)	✓		✓	✓	✓	✓	✓
Langley Community Services Society	✓		✓		✓	✓	
Welcome BC	✓	✓		✓	✓	✓	✓
Work BC	✓		✓	✓	✓	✓	✓
South Okanagan Immigrant and Community Services	✓		✓	✓			
Get in the Know	✓	✓		✓	✓	✓	✓
Alberta							
Central Alberta Economic Partnership LTD; Alberta Employment & Immigration	✓		✓			✓	✓
Edmonton Region Immigrant Employment Council (ERIEC)	✓	✓	✓				
Calgary Region Immigrant Employment Council	✓	✓					
Nova Scotia							
Provincial website	✓	✓	✓	✓	✓	✓	✓
Immigration Services Association of Nova Scotia	✓	✓				✓	✓
For Communities							
ON Min of Agriculture, food and rural affairs	✓		✓				
Atlantic Connection for Internationally Educated Health Professionals			✓				

Interview	Retain	Diversity	Mentor	Work Placement	Events	Resource Links	Courses	Webinars	Stories	Stats
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓	✓	✓	✓		✓	✓				
✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
✓	✓	✓	✓		✓	✓				
✓	✓	✓	✓	✓		✓				
✓	✓	✓	✓	✓		✓				
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		✓		✓		✓
✓	✓	✓	✓			✓	✓	✓		
✓		✓	✓	✓		✓			✓	✓
	✓	✓				✓				
✓		✓				✓				✓
✓	✓	✓	✓	✓	✓	✓			✓	✓
	✓	✓	✓			✓				
		✓	✓		✓	✓				✓
		✓	✓		✓	✓				✓
✓	✓	✓				✓				
		✓	✓		✓	✓			✓	
			✓			✓			✓	✓
		✓	✓						✓	

The following table provides additional details on the above mentioned toolkits/resources.

Source/ Provider	URL	Toolkit/Resource	Additional Information about Web Site
National/ Federal			
Hire Immigrants	http://www.hireimmigrants.ca	<p>Site contains:</p> <p>Working in Canada tool</p> <p>Roadmap</p> <p>Links to local resources</p> <p>Videos, webinars, Etips, E-learning courses</p>	<p>Map of Canada with browse-over for local connections to immigrant talent and related programs, including immigrant employment councils.</p> <p>Working in Canada Tool produces a report on job descriptions, wages, skill requirements, language training and job opportunities based on occupation and location</p> <p>Roadmap – step-by-step guide with comprehensive strategies and tools to enhance human resources planning and practice – from recruiting to retaining and integrating skilled immigrants. Sections: Recruiting, Assess & Select, Onboard, Talent management, Conditions for Success</p> <p>Videos/webinars – Topics include – why hire, recruit & select, managing diversity, success stories</p>
Human Resources Management Assoc (HRMA)	www.hrma.ca/wp-content/uploads/2012/08/itiguide.pdf	Hiring and Retaining Skilled Immigrants: A Cultural Competence Toolkit (pdf)	24 pg booklet; topics include: Business case for hiring skilled immigrants; 6 step process for hiring and retaining – advertising, screening, interviewing and testing, reference checking, offering job and providing feedback, ensuring success in the workplace; 5 tools – culturally competent screening, culturally competent communication for interviewing, culturally competent awareness of body language at interviews, testing performance and skills, culturally competent approaches for integrating immigrants
Ontario			
Hire Immigrants Ottawa, Ottawa Chamber of Commerce	http://hrcouncil.ca/hr-toolkit/documents/HIO-Employer-Guide-EN.pdf	Employer 's Guide to Integrating Immigrants into the Workplace	30 pg booklet; topics include: why hire immigrants, language, foreign credentials and work experience, working with cultural differences, preparing your workplace, resources. See pg 8 (Assessing foreign credentials)

<p>Guelph/Wellington Local Immigration Partnership</p>	<p>http://guelphwellingtonlip.ca/employers/resources/</p> <p>http://guelphwellingtonlip.ca/employers/employer-toolkit/</p>	<p>Resources for employers. Website contains employer toolkit customized for local area, employer checklist, links to: ALLIES, Canadian Institute of Diversity and Inclusion, Connect Guelph-Wellington Portal (list of resources and organizations), Hireimmigrants.ca, TRIEC, Ont Human Rights Commission</p>	<p>Toolkit includes:</p> <ol style="list-style-type: none"> 1.3 Things You Should Know About Our Changing Labour Force 2. Build Your Competitive Advantage 3. Tips for Attracting Global Talent 4. Employers' Role in Immigration and Accessing International Labour 5. How to Assess Global Talent 6. How to Retain Global Talent 7. Lead by Example: Champion Inclusion 8. Self-Assessment Checklists: Track & Measure Your Global Talent Advantage 9. Complimentary Local Resources to Attract and Retain Global Talent 10. Welcome to Guelph Wellington (a brief directory of services for immigrants that employers should know about)
<p>Quinte west Chamber of Commerce</p>	<p>http://quintewestchamber.ca/wp-content/uploads/2013/08/Tool-Kit-Book.pdf</p>	<p>Employer's Tool Kit – Foreign Trained Professionals</p>	<p>32pg booklet produced for the small to medium sized enterprise employers in the Greater Quinte Area. Topics include employment trends, business case, recruitment and selection, interviewing, inclusive workplace, mentoring, local support services, resources list</p>

Chatham-Kent	http://www.chatham-kent.ca/Newcomers/employment/workplace-diversity/Pages/workplace-diversity.aspx	Diversity in the Workplace webpage. Provides links to relevant programs, websites and tool kits	<p>Links include:</p> <p>Internships</p> <ul style="list-style-type: none"> • Career Bridge <p>Temporary Foreign Worker</p> <ul style="list-style-type: none"> • Citizenship and Immigration Canada Human Resources and Social Development Canada website. <p>Recruiting Aid</p> <ul style="list-style-type: none"> • Opportunities Ontario: Provincial Nominee Program • Access Centre for Regulated Professions • Foreign Credentials Referral Office <p>Human Resource Tools</p> <ul style="list-style-type: none"> • Diversity in the Workplace • Diversity Inc. • Changingthecanvas.org • Career Advancement in Corporate Canada – a research paper • Canadianimmigrant.ca • Tools of Cultural Proficiency – from The Regional Diversity Roundtable • AMSSA – multilingual resources for workers in health sciences • Hireimmigrants.ca • Diversity Policy Kit • Culturegrams.com <p>Other Links</p> <ul style="list-style-type: none"> • Mentoring Toolkit for Skilled Immigrants • Service Canada – Diversity in the Workplace • Monster.ca – Workplace Diversity • World Education Services • Diversity at Work in London
London Middlesex Immigrant Employment Council (LMIEC)	http://www.lmiec.ca/	Web site contains a 'Tools and Resources' page with information on recruiting talent; screening talent; attracting talent; and welcoming talent	<p>Other web pages include:</p> <ul style="list-style-type: none"> • Mentoring programs that strengthen leadership, coaching and cross-cultural skills of your employees • Screening support for evaluating international credentials and language skills • Connections with business leaders in your community who have successfully attracted and retained newcomer talent.
Toronto Region Immigrant Employment Council (TRIEC)	http://triec.ca/find-solutions/for-employers/	Employer web page	<p>Contains information on:</p> <p>Learning; E-learning/Training Videoshireimmigrants.ca Finding Immigrant Talent Mentoring for change Hosting an intern National Opportunities Events Success Stories</p>

BC			
Immigrant Employment Council of BC	http://www.iecbc.ca/employer-resources/hire-talent	Web pages for finding , hiring and retaining immigrant talent; webinars	<p>Each section has a list of tools and resources (pdfs, webinars, contacts).</p> <p>Topics include: Finding (creating barrier free job descriptions, organizations that can help, places to advertise openings, tips on finding immigrant talent); Hiring (interviews, assessing resumes and credentials, tips for screening resumes, tips on hiring); Retaining (improving English skills, tools for providing support, contacts)</p> <p>Also has a list of initiatives: Connector program (newcomer & working professional meet once to discuss industry backgrounds, skills and areas of expertise, current market demand and hidden job opportunities – is then referred to 3 more, who in turn refer 3 more – min of 13 connections), MentorConnect (provides for 24 hours of mentoring over a four month period and meetings take place in person, online and by telephone); other Northern BC specific initiatives</p>
Langley Community Services Society	http://www.lcss.ca/wp-content/uploads/2013/07/Employer-Toolkit-Final.pdf	City and Township of Langley Employer Toolkit (pdf)	<p>12pg toolkit intended for employers and community members in the City and Township of Langley as a reference.</p> <p>Topics include: basic stats on the area (e.g., size, population, main industries, newcomer trends), business case for hiring newcomers, creating diversity in the workplace, defining job descriptions, interviewing tips, local immigrant services, foreign credential recognition and links to services, employer best practices, list of provincial and national resources</p>
Welcome BC	http://www.dev.welcomebc.ca/Employer-Tool-Kit.aspx	Employer 's Toolkit	<p>Find out if you are eligible to hire workers through the B.C. Provincial Nominee Program (BC PNP), Federal Skilled Worker Program (FSWP), Federal Skilled Trades Program (FSTP) or Temporary Foreign Worker Program (TFWP)</p> <p>Drop down selection for location in BC, industry, time frame of position (temp/contract, ongoing), skill level (mgnt/high, entry/semi-skilled), hrs (ft, pt)</p>

Work BC	http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/lberta_Book4.pdf	Employer 's Toolkit, Booklet 4: Diversity at Work – Recruiting and Retaining Immigrants	20 pg booklet; topics include: overview of current workforce trends; benefits of hiring from a culturally diverse labour pool; strategies to prepare for diversity in workplace; sources for advertising and creating advertising that invites cross cultural applicants; tips and strategies for interviewing; resources for further learning
South Okanagan Immigrant and Community Services	http://www.soics.ca/wp-content/uploads/2013/03/SOICS_BusinessGuide_WEB.pdf	Creating a Culturally Competent Workplace: A Guide to Hiring Newcomer Canadians	Guide to Hiring is a 13 pg booklet; topics include: profile of Canadian newcomers; business case for hiring newcomers; cultural competence; tips for hiring, tips for communicating; cultural support resources
Get in the Know	http://www.getintheknow.ca/recruiting-and-hiring-matrix	Recruiting and Hiring Toolkit web page; Community Supports for Employers web page	1 st webpage is matrix for recruiting and hiring; 2 nd web page includes info on leading employers (BC, outside BC, national, international), best practices (list of 10 with descriptions), Cultural diversity awards (list of 9 awards & description), community contacts (list of local immigrant and refugee service agencies)
Alberta			
Central Alberta Economic Partnership LTD; Alberta Employment & Immigration	http://centralalberta.ab.ca/assets/documents/CAEP_EmToolbox_final_low.pdf	Employer Guide for Attracting and Retaining Immigrants	Step by step guide for employers includes topics such as: preparing workplace for newcomers, Coming to Canada, Arrival survival, settling into community, welcome onboard, recruitment & permanent residency, integration plan & portfolio. Many topics are also useful for newcomers
Edmonton Region Immigrant Employment Council (ERIEC)		Webpage contains info and links to many resources, Regulated Professionals in AB Links to immigration –related publications & websites	including: Alberta Employer Toolkit (see above – AB ministry) Hireimmigrants.ca & roadmap Labour market info Cultural competence Diversity in workplace Employer connections Foreign credentials and recognition Immigrant serving orgs in Edmonton
Calgary Region Immigrant Employment Council	http://www.criec.ca/	Webpage contains info and links to resources in AB, mentorship programs Links to immigration related publications & websites	Links include: Employer forums Mentorship program Immigrant serving orgs in Calgary

Nova Scotia			
Provincial website	https://novascotiaimmigration.com/resources/ http://workplaceinitiatives.novascotia.ca/nshrtoolkit/Default.asp	<p>Includes web page for employers</p> <p>HR Toolkit</p>	<p>Topics include: tools and guides (HR tool kit, employer's road map, services for employers, resources for hiring immigrants); seeking out candidates (career fair, connector program, job banks); Hiring a TFW; Hiring and international student/grad; University programs</p> <p>Toolkit not specifically for hiring newcomers</p> <p>Information and tools for small and medium sized employers in Nova Scotia; ideas and tips, practical guides, checklists, downloadable templates, and links to other relevant resources to help find, keep and develop valued employees</p>
Immigration Services Association of Nova Scotia	http://www.isans.ca/employment/for-employers/	Web page describes services for employers; includes videos and list of upcoming events	Services include: skills match (searchable data base of pre-screened newcomer talent); on site recruitment and information services; work placement program; English in workplace classes; Mentor program; practice interviewer program
For Communities			
ON Min of Agriculture, food and rural affairs	http://p2pcanada.ca/files/2011/09/Community-Retention-in-Rural-Ontario.pdf	Community Immigrant Retention in Rural Ontario (CIRRO)	53pg booklet; topics include: Immigration and community economic development (demographics and business case); helping community take action (getting started, building champions, analysis, ID resources, addressing needs, assessing success); community profiles (Chatham-Kent, North Bay, Brockville); Community economic development tools & additional resources.
Atlantic Connection for Internationally Educated Health Professionals	https://www.practicenl.ca/documents/CommunityRetentionToolkit.pdf	Community Retention Toolkit	<p>Not specifically for hiring newcomers but relevant and directed at communities.</p> <p>Strategies include: Establishing a welcoming community (retention committee, id community champion, terms of reference) ; mentoring program (Id sponsor/ leader, training for recruiter and volunteers, Id mentors, communicate benefits of mentoring); develop feedback mechanisms (e.g., focus groups); partnerships with local boards, institutions, gov't etc.</p>

Appendix C: Detailed Employer and Newcomer Data Tables

Following tables show survey results at the total level and by subgroups of interests for recruitment channels, tools, resources and supports used by employers and newcomers. Please note the following abbreviations:

Industry:

- M/T - Manufacturing/ Transportation industry sectors
- H/S - Health/ Social industry sectors
- NP/C - Non-Profit/ charitable industry sectors
- F/B - Finance/ Business industry sectors
- P/IT - Professional/ Information Technology industry sectors
- Oth - Other industry sectors

Gender:

- M - Male
- F - Female

Region:

- C - Central Ontario
- E - Eastern Ontario
- W - Western Ontario
- N - Northern Ontario

Work Status:

- W - Working
- NW - Not Working

Table 1: Recruitment Channels Used by Employers

	Total	Company Size					Region				Industry						Employment Equity Act	
		20-49	50-99	100+	Central	East	West	North	M/T	H/S	NP/C	F/B	P/IT	Other	Yes	No		
Total Number Answering	300	78	52	170	203	109	104	58	58	98	21 (Small Base)	35	34	53	141	158		
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
Word of mouth	69	60	69	72	68	72	71	72	76	70	57	71	65	62	74	64		
Online recruitment sources	62	53	67	64	61	64	57	60	69	58	62	66	56	60	65	59		
Job/ recruitment fairs	32	18	25	40	33	39	37	41	26	32	38	37	29	32	38	25		
Networking events/ industry forums	29	22	25	34	30	34	31	29	22	29	19	46	26	30	35	24		
Immigrant settlement/ employment/ recruitment agencies	30	29	23	33	32	24	32	29	48	15	43	49	32	21	27	34		
Sector Councils/ Professional associations	26	13	29	31	29	24	30	19	26	26	10	23	26	34	31	22		
Ontario bridge training/ other training programs	20	15	21	22	19	25	21	19	12	19	24	14	35	23	22	19		
Mentoring programs	15	6	15	19	14	21	19	14	14	18	10	20	18	9	22	9		
Regulatory bodies/ Unions	11	6	13	13	12	16	15	10	14	18	-	6	3	9	18	6		
An immigrant consultant	4	1	6	5	5	6	4	5	5	3	-	9	3	4	5	3		
My organization does not use any channels	13	12	21	12	13	16	16	14	10	16	14	6	15	15	10	16		

Employer Survey: Has your organization used any of the following channels/resources for recruiting immigrant talent? Note areas of interest have been highlighted.

Table 2: Tools and Resources Used by Employers

	Total	Company Size				Region				Industry						Employment Equity Act	
		20-49	50-99	100+	Central	East	West	North	M/T	H/S	NP/C	F/B	P/IT	Other	Yes	No	
Total Number Answering	299	78	52	169	202	109	104	58	58	97	21 (Small Base)	35	34	53	140	158	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
HR support/ employer guides	14	10	12	17	14	17	15	16	10	20	14	17	12	8	19	9	
Cross-cultural competency training	10	5	8	12	11	11	6	14	12	8	5	20	9	6	11	9	
Hireimmigrants.ca	5	6	2	5	5	6	3	5	5	1	19	11	3	2	4	5	
Municipal Immigration Portal	4	4	6	3	4	3	5	5	5	1	10	9		4	4	4	
Skills International	3	1	2	4	3	2	1	3	3	2	5	3	3	4	2	4	
TRIEC Campus	2	1	2	3	3	3	3	5	2		5	6	3	4	4	1	
World Education Services	2	3	2	2	2	3	2	7			5	9		4	4	1	
Hireimmigrants.ca Road Map	2	1	2	2	2	2	1	5	2	1	5	3		2	2	1	
Rating tools to assess immigrant talent	1	3		1	1	2	1	3	2		5	6				3	
Local board/ Newspapers	1		2	1	1				3			3			1	1	
Internal policies/ processes	1		2	2	1	1	1		3	2					2	1	
My organization does not use any channels	72	77	75	68	71	67	77	74	69	75	57	54	82	77	66	76	
Other tools with one mention per																	
North Bay Multicultural Centre		Canadian Human Rights Commission				Centre of Education & Training						World Skill					
Newcomer Centre of Peel		University of Toronto Services				Costi.org						LinkedIn					
Newcomers Canada		Ministry of Labour				Career Edge						WILL					
Access																	

Employer Survey: Has your organization used any of the following tools/resources to find suitable immigrant talent? Note areas of interest have been highlighted.

Table 3: Supports Used by Employers

	Total		Company Size				Region			Industry						Employment Equity Act	
			20-49	50-99	100+	Central	East	West	North	M/T	H/S	N-P/C	F/B	P/I/T	Other	Yes	No
Total Answering	298		78	52	168	201	109	102	56	57	98	34	34	34	53	139	158
	%		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Funded internships	17		13	17	19	17	14	14	16	14	15	18	21	15	20	15	15
Wage subsidies	11		15	13	8	11	10	11	7	7	6	18	18	9	9	13	13
Tax incentives	3		1	6	3	3	3	4	2	7	1	3	6	2	3	3	3
Helping immigrants become job ready through language or training programs	10		1	15	13	11	7	14	13	11	8	12	15	9	12	9	9
Links to immigrant talent pools through government-funded employment service providers	8		5	8	10	8	5	8	9	7	8	9	12	2	9	8	8
Feedback mechanisms to provide input into training programs	7		3	8	10	9	7	6	11	7	7	6	12	6	10	5	5
Government / educational institution funded programs (other than internships)	1			2	1		1			2	1				1		
My organization does not use any tools/resources	68		74	67	65	67	72	68	68	68	72	59	71	72	63	72	72
Other supports with one mention per External Consultants																	

Employer Survey: Has your organization ever used any of the following supports to encourage the hiring of immigrants and facilitate employment for immigrants?
 Note areas of interest have been highlighted.

Table 5: Tools, Resources Used by Newcomers

	Total	Gender		Age			Region			Industry					Lived in Canada			Work Status		Country of Origin				
		M	F	18-29	30-44	45+	C	E	W	N	M/T	H/S	F/B	P/IT	NP/C	Oth	<1yr	1-5 yrs	6-10 yrs	W	NW	Eng Speak	S&E Asia	Oth
Total Number Answering	309	155	135	37	180	75	234	39	22*	12*	50	55	88	85	24*	145	80	132	97	210	99	74	110	118
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Resume/cover letter training	47	49	49	32	49	56	48	51	32	42	58	51	65	48	50	55	54	49	38	38	66	38	50	49
Interview skills training	39	43	35	30	41	40	41	41	23	25	48	38	49	45	38	40	39	45	30	33	49	31	44	36
Language support and training	32	35	30	24	34	37	32	33	32	33	50	33	33	29	29	37	39	32	28	28	42	19	29	43
Mentoring programs	27	32	23	16	32	23	26	46	9	17	36	16	39	25	38	27	38	33	11	22	37	23	32	26
Cultural awareness/work practices training	27	31	23	19	28	27	29	26	14	17	30	24	36	25	33	30	33	30	19	21	40	19	25	34
Foreign qualification assessment	27	34	23	19	28	33	29	23	23	25	30	36	31	33	42	30	24	28	29	27	28	27	34	22
Social networking training	19	24	16	24	19	20	18	38	9	8	24	15	32	24	33	23	25	21	12	19	21	16	19	21
Co-op/ internship/work placement	13	15	13	14	12	20	15	13	5	8	14	20	14	11	21	16	8	14	18	14	12	9	15	14
Support with settling in	6	7	5	3	7	7	7	3	5		2	9	6	5	8	4	3	8	5	7	4	5	4	8
I have not used any supports	22	21	24	27	22	20	22	18	41	17	18	18	15	26	25	17	14	17	37	27	13	31	21	19

Newcomer Survey: Have you used any of the following training/support services provided by organizations when looking for employment opportunities?

*Small base (<30) interpret with caution. Note areas of interest have been highlighted.

Table 6: Barriers Faced by Newcomers

	Total		Gender		Age			Region				Industry				Lived In Canada			Work Status		Country of Origin							
			M	F	18-29	30-44	45+	C	E	W	N	M/T	H/S	F/B	P/IT	NP/C	Oth	<1yr	1-5 yrs	6-10 yrs	W	NW	Eng Speak	S&E Asia	Oth			
Total Number Answering	308	155	136	37	180	75	232	39	22*	13*	49	55	88	85	24*	146	78	133	97	209	99	74	110	117				
Canadian work experience	64	65	65	57	64	68	65	49	64	85	65	67	66	62	58	66	68	64	60	60	72	64	72	56				
Education qualifications / recognition	43	41	45	30	40	52	41	51	45	46	45	67	39	41	33	45	45	44	41	43	43	43	43	42				
Lack of industry or other networks	37	35	40	38	40	32	38	36	23	62	47	16	51	46	42	38	32	38	41	35	41	38	45	30				
Language and communication skills	27	22	34	19	30	24	25	31	32	31	33	27	32	26	21	30	28	26	27	27	27	14	26	34				
Racism or prejudice	27	30	24	27	26	31	27	23	23	38	45	31	26	25	42	29	14	28	36	27	26	23	33	23				
Sector or specific technical skills	24	18	31	30	24	20	22	33	32	15	37	22	20	25	33	26	32	26	13	23	25	26	18	26				
Competition/ Lack of opportunity	2	1	4	3	2	1	2	5				2	2	4	4	1	4	2	1	1	1	4		3				
Union experience	1	1				3			5					2	4		1	1		1			1	1				
Over qualified	1	1	1		1	3		5			4		2	2			1	1	1		3	1		2				
French language proficiency	1	1	1		1	1		5					1	1	4	1		2					1	1				
No barriers	8	8	7	5	8	11	9	5	9			9	6	11	4	5	6	5	13	8	8	11	5	9				
Other barriers with one mention per																												
Lack of schedule flexibility for bridging courses															Lack of job fairs specifically for new immigrants												Age	

Newcomer Survey: Which of the following barriers have you faced in the Canadian labour market? *Small base (<30) interpret with caution. Note areas of interest have been highlighted.

Appendix D: Key Informant Guides and Invitation

Subject Heading: Interview Request for the Maytree Foundation Employer & Newcomer Perceptions of Employment Barriers study

Dear [Insert Name],

I am contacting you today to request your participation in an important study, commissioned by the Maytree Foundation (Maytree), which focuses on the employment of immigrant talent. Maytree supports local efforts in Canadian cities to adapt and implement programs that further the suitable employment of skilled immigrants.

I am contacting you because an important component of this study is to learn about the experiences of employers and service providers across Ontario with respect to the hiring/retention of skilled foreign workers. The objectives of this study also include understanding impressions of the available incentives, resources / toolkits, and government programs and policies available to support immigrant employment.

Please note that the perspectives of those who have not had experiences hiring or finding placements for skilled foreign workers are as important to fulfilling the objectives of this study as the perspectives of those who have had these experiences.

We would like to invite you to participate in an interview over the next couple of weeks. The interview will last approximately 30-45 minutes, depending on your responses. A guide outlining the questions will be sent to you prior to the interview.

All of the information that you share during the interview will remain anonymous. R.A. Malatest & Associates Ltd. is legally obligated to maintain confidentiality through provincial (FIPPA - Freedom of Information and Protection of Privacy Act) and federal privacy laws (PIPEDA - Personal Information Protection and Electronic Documents Act).

A representative from R.A. Malatest & Associates Ltd. (commissioned by Maytree to conduct this research) will contact you shortly to answer any questions you may have and to set-up an interview.

If you have any questions regarding this interview, please feel free to contact Bess Ashby, Research Manager, at or 416-644-0161 Ext: 114 (or toll free at 1-800-598-0161) or by email at b.ashby@malatest.com.

Should you be interested in receive more detailed information about the project from the Maytree Foundation, please contact Peter Paul, at 416-944-2627 Ext: 278 or PPaul@maytree.com.

We thank you for your consideration of this request and look forward to your participation.

Sincerely,
[SIGNATURE]
Peter M. Paul
Project Leader, ALLIES
416-944-2627 Ext: 278

EMPLOYER & NEWCOMER PERCEPTIONS OF EMPLOYMENT BARRIERS INTERVIEW GUIDE

The Maytree Foundation has retained the services of R.A. Malatest & Associates Ltd. (RAM) to conduct a study of key stakeholders who are involved in the employment of immigrant talent. The aim of this project is to better understand the barriers to finding skills-commensurate employment for immigrants, identify tools and resources used for employment solutions, and gather ideas about program or policy solutions.

An important component of this project is undertaking interviews with key informants to learn of their experiences with respect to finding and retaining employment in Ontario (for employers: the hiring/retention of skilled immigrants), available incentives, resources and toolkits, and government programs and policies to support immigrant employment. This interview will help inform the development of key questions for surveys with employers and immigrant talent.

The interview will last approximately 30-45 minutes, during which time we will have an informal discussion about the topic areas outlined in this guide. Your interview will be audio recorded to ensure that the information you provide is documented accurately. The recording will only be heard by the researchers and will be destroyed after the submission of the final report.

Confidentiality and Anonymity:	All of the information that you share during your interview will remain anonymous for reporting purposes. This means that only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information in connection with interview findings.
Informed Consent:	Prior to beginning your interview, we will confirm that you have no questions about the objectives of the study or the purpose of the interview, and that we have your permission to begin the interview.
Questions:	<p>If you have any questions about this interview, please feel free to contact Bess Ashby, Research Manager of the Toronto office of R. A. Malatest & Associates Ltd., at 416-644-0161 ext.114 or via email at b.ashby@malatest.com.</p> <p>If you have any question about this project, please contact Peter Paul, Project Leader at Maytree, at 416-944-2627 ext. 278 or via email at PPaul@maytree.com.</p>

Employer Questions:

ABOUT YOUR COMPANY (2 MIN)

1. To provide me with some background and context for your answers, could you first tell me a little bit about your company and your position within your company:
 - a. Number of employees within the organization
 - b. Number of employees within your office/branch/region
 - c. Your responsibilities when it comes to hiring new employees

I would like to discuss your experiences with respect to hiring immigrant talent.

2. Has your organization ever hired a skilled immigrant? Please note that we are focusing on immigrant talent; in other words, immigrants who have a trade, college or university degree.

a. If yes:

- i. How long ago was this? Regularly or rarely source immigrant talent?
- ii. What encouraged your organization to seek immigrant talent? (e.g., engagement with intermediaries that represent employers, such as sector councils)
- iii. Where did you go or who did you talk to when seeking immigrant talent?
- iv. How successful was this experience for your company? Did the individual(s) have the skills you were seeking? Was there a good 'fit'?
- v. From your perspective, how successful was the experience for the individual(s) hired?
- vi. During the hiring process, what were you looking for? How important was it that the skilled immigrant has:
 1. Canadian experience?
 2. Non-Canadian work experience?
 3. Occupational specific skills/competencies?
 - a. How do you assess this during the hiring process?
 4. Specific credentials/license?
 5. Educational qualifications?
 6. English language proficiency?
 - a. How do you assess this during the hiring process?
 7. Knowledge of Canadian work practices and cultural norms?
 - a. How do you assess this during the hiring process?
- vii. Have your hiring processes been effective in getting you the candidates you need?
 1. If yes:
 - a. What makes them successful? (best practices)
 2. If no:

- a. What would you change, moving forward? (lessons learned)
 - b. Is there a specific stage in the hiring process that presents great challenges with respect to hiring immigrant talent?
 - b. If no:
 - i. We are interested in understanding the reasons some organizations are not hiring immigrant talent.
 - 1. Could you talk to me about what you see as the barriers?
 - a. Could you tell me the source of these impressions (e.g., direct experience; another's experience)?
 - b. Are these challenges specific to your organization, or are they common to companies of your size and/or within your sector?
 - 2. What do you think might help?
 - a. Is there anything you think might encourage your organization to hire immigrant talent?
- 3. Do you actively search for immigrant talent outside of your company's immediate geographical location or do you prefer to source immigrant talent close to the geographical location of your company (e.g., from within the GTA)?
 - a. Do you provide support for relocating hired skilled immigrants?
 - b. Is the location of your company a barrier to hiring immigrant talent (i.e., do you have trouble recruiting immigrant talent due to your company's geographical location)?
- 4. From your perspective, what are some of the challenges faced by the immigrant talent you have hired when seeking employment in Ontario? Within your sector?

RETAINING IMMIGRANT TALENT (10 MIN)

I would like to now discuss some of the practices you employ for helping immigrant talent integrate into your company, and retaining immigrant talent over the long-term.

[Interviewer note: Ask only for employers who have hired immigrant talent]

- 5. What do you see as the employer's role in integrating immigrant talent into the workplace?

- *Probe for:*
 - *Provision of jobs/job opportunities*
 - *Training to fill gaps in experience/training*
 - *Cultural awareness/Canadian work practices training*
 - *Language support and training/referral*
 - *Helping with logistics of settling in (including support for relocating)*
 - *Workplace mentoring*
 - *Connector programs for the family*
- 6. Does your organization refer skilled immigrant applicants/workers within your organization to programs aimed at addressing gaps in their education or work experience to allow for employment? If so, which ones?
- 7. What types of supports, if any, does your organization provide for your immigrant talent?

- *Probe for:*
 - *Funding for academic upgrading or gap training*
 - *Time off work for academic upgrading or gap training*
 - *In-house training for practical requirements for licensing/credentialing*
 - *Mentoring/support with the licensing/credentialing application process*
 - *Funding for the licensing/credentialing application process*
 - *Occupational specific language training*
 - *Workplace mentoring*
 - *Employment in a related position not requiring licensure/credential*

RESOURCES/SUPPORTS USED (10 MIN)

I would like to talk about some of the resources/supports that are available to employers to facilitate immigrant employment.

8. What resources, if any, does your organization use to identify (and help with the hiring and retention of) immigrant talent?

[Interviewer note: if employer does not use immigrant talent, ask their awareness of the following sources]

- *Probe for:*
 - *Online recruitment sources*
 - *Word of mouth*
 - *Recruitment agencies*
 - *Other skilled immigrants*
 - *Immigrant settlement agencies*
 - *Bridging or gap training programs*
 - *Other employers*
 - *Professional associations*
 - *An immigration consultant*
 - *Unions*
 - *Regulatory bodies*
 - *Online sources such as HireImmigrants.ca Roadmap*
 - *What other online sources are you familiar with?*
 - *Have you ever tried this online resource? If no, is there any specific reason you haven't tried using this resource?*
9. Of the resources you mentioned, which do you find most useful/reliable and why? Do you think online toolkits are effective? How can they be improved?

INCENTIVES FOR HIRING IMMIGRANT TALENT (5 MIN)

Let's talk about how employers can be encouraged to be more inclusive in their approaches to hiring.

10. How useful do you think each of the following supports would be in encouraging Ontario employers to hire immigrant talent and facilitating skills-commensurate employment for immigrants? *Probe for the following and ask follow-up questions like, "What should this look like? What features should this include?"*
 - *Wage subsidies*
 - *Tax incentives*

- *Training incentives*
- *Funded internships*
- *Linking employers to immigrant talent pools available through government-funded employment service providers*
- *Helping immigrants become “job ready” through programs such as language or bridge training*
- *Providing feedback mechanisms through which employers can provide input into training programs to ensure that skilled workers have the competencies they require*

11. Have you ever made use of any of these supports?

a. If used:

i. Which do you consider most useful and why?

b. If not used:

i. Probe for reasons, such as:

- *Awareness of when incentives are available*
- *Eligibility criteria*
- *Frequent changes*
- *Too complicated*
- *Time required to get approval*

ii. Do you consider these supports useful?

PROGRAMS AND POLICIES (5 MIN)

I'd like to move on and discuss government programs and policies related to skilled immigrant employment.

12. Are you aware of any programs provided by the government to facilitate the hiring of skilled immigrants?

13. Have you hired Temporary Foreign Workers (TFWs)?

a. If yes:

i. Was it because you unable to find suitable talent locally?
Any other reason(s)? How did you find the process of hiring TFWs?

14. What should government(s) be thinking about when considering immigration as a strategy to meet Canadian labour market demand?

- Are there any changes or new policies you feel the government should consider with respect to immigration policy?
- What sort of supports or programs should the government be looking at providing to immigrants and/or employers?

FINAL COMMENTS (2 MIN)

Do you have any final comments about any of the subject areas addressed or not addressed in this interview?

Thank you very much for your time and valuable insight

Newcomer Questions:

ABOUT YOU (3 MIN)

1. To provide me with some background and context for your answers, could you first tell me a little bit about yourself: How long have you been in Canada? What skills/credentials did you receive in your country of origin and/or in Canada? Are you currently employed in a position that uses these skills?

RESOURCES AND SUPPORTS (15 MIN)

I would like to discuss your experiences with respect to finding suitable employment and/or preparing for work in Canada.

2. Could you talk to me about the resources you used to help you find or prepare for a suitable occupation in Ontario?

Probe for: Have you ever tried this? If no, is there any specific reason you haven't tried using this resource?

- a. Word of mouth
- b. Recruitment agencies
- c. Other skilled immigrants
- d. Immigrant settlement agencies
- e. Bridging or gap training programs
- f. Professional associations
- g. An immigration consultant
- h. Unions
- i. Regulatory bodies
- j. Online sources, such as JobBank, Settlement.org, etc.
 - o. What other online sources are you familiar with?

If multiple resources were used, probe for: What resources were most useful? What made these resources more useful than others? Among the resources that were not useful, why were they not useful? What would have made them more useful?

3. *If multiple resources are noted in Q2:* Among the resources that you found to be most useful in helping you find employment, what specific types of training/support did these resources provide? Among the resources that you found to be least useful in helping you find employment, what specific types of training/support did these resources provide?

If one resource is noted in Q2: Could you talk to me about the specific types of training/support you received?

- a. What, if any, training/support did you receive?
 - i. Skills upgrading/training to fill gaps in experience
 - ii. Cultural awareness/Canadian work practices training
 - iii. Language support and training
 - iv. Training related to resume/cover letter writing
 - v. Social networking training
 - vi. Training related to interview skills
 - vii. Support with the logistics of settling in (e.g., connector programs for the family)
 - viii. Co-op/internship/work placement
 - b. What form did this training/support take (e.g., one-on-one, group sessions, courses, online, in-person)?
 - i. Which method was most useful (e.g., individual counseling versus group classes)?
 - c. Of the resources you mentioned, which do you find most useful/reliable and why? Which do you find least useful/reliable and why?
4. Have you found employment?
 - a. If found employment:
 - i. Is this position related to your skills/credentials?
 - ii. How long have you been in this position?
 - iii. Are you satisfied with your job, coworkers, and your employer?
 - iv. To your knowledge, is your employer satisfied with your work?
 - v. Have you experienced any challenges while working this job?
 1. Fitting in with other employees
 2. Challenges related to skills/experience
 - vi. Are there particular skills/experiences that are important to your employer that you weren't aware of when you applied for this position?
 1. Canadian experience
 2. Non-Canadian work experience
 3. Occupational specific skills/competencies
 4. Specific credentials/licenses
 5. Educational qualifications
 6. English language proficiency
 7. Knowledge of Canadian work practices and cultural norms

8. "Soft" skills including communication skills
- vii. Did your employer provide you with any training/supports once you started this job?
 1. What types of training/supports were provided? Were they beneficial?
 - a. Skills upgrading courses
 - b. Mentoring
 - c. Supports for your family
 2. What types of training/support do you wish your employer would have provided to assist you?
- b. If employment not found:
 - i. Have you participated in any job interviews?
 - ii. What do you feel were some of the barriers/reasons for not finding employment?
 - iii. Are you willing to relocate in order to secure employment in your field of expertise? How far are you willing to relocate? Why are you not willing to relocate?

APPLICATION PROCESS (5 MIN)

I'd like to move on and discuss the application process.

5. When you were looking for employment, what skills and credentials did you promote about yourself (e.g., degrees/diplomas, language skills, "soft" skills)?
6. In your opinion, what skills and credentials are employers looking for from skilled immigrants?
 - a. Canadian experience
 - b. Non-Canadian work experience
 - c. Occupational specific skills/competencies
 - d. Specific credentials/licenses
 - e. Educational qualifications
 - f. English language proficiency
 - g. Knowledge of Canadian work practices and cultural norms
 - h. "Soft" skills including communication skills
7. Were you asked to perform a test? If so, what was the test for? Did it fairly assess your skills in this/these areas?

PROGRAMS AND POLICIES (5 MIN)

I'd like to move on and discuss government programs and policies related to skilled immigrant employment.

8. Are there any changes or new policies you would recommend to the government to improve the employment outcomes for newcomers?
 - a. What sort of supports or programs should the government be looking at providing to immigrants and/or employers?

FINAL COMMENTS (2 MIN)

Do you have any final comments about any of the subject areas addressed or not addressed in this interview?

Thank you very much for your time and valuable insight

Other Stakeholder Questions:

ABOUT YOUR COMPANY (2 MIN)

1. To provide me with some background and context for your answers, could you first tell me a little bit about your organization, your position within your organization, and your responsibilities when it comes to training and / or identifying suitable employment placements for immigrant talent?

ASSISTING IMMIGRANT TALENT (15 MIN)

I would like to discuss your experiences with respect to assisting immigrant talent in finding suitable employment and/or preparing for work in Canada.

2. Could you talk to me a bit about the way your organization supports immigrants who are looking for suitable employment within Canada? Please note that we are focusing on immigrant talent; in other words, immigrants who have a trade, college or university degree.
 - a. What, if any, training or support do you provide? (e.g., English language proficiency, resume/cover letter writing, social networking, interview skills, and understanding of Canadian work practices and cultural norms)
 - i. If you do not provide training, do you provide access to training?
 - ii. Does the training provided vary for different sectors/ industries?
 - iii. Do you provide co-op or placement opportunities to immigrant talent?
 - b. What types of support are you typically asked to provide...
 - i. By employers?
 - ii. By immigrant talent?
 - c. What types of training do you find most beneficial and most challenging and why?
 - d. How are supports provided by your organization (e.g., one-on-one, group sessions, courses, online, in-person)?
 - i. Which method do you feel is most beneficial (e.g., individual counseling versus group classes)?
 - e. In your opinion, what are the most effective ways to connect skilled newcomers with employers?
3. Do you find that most job seekers who participate in your programs find employment (or at least are invited to the interview)?
 - a. Does this vary by sector/industry?
 - b. Among those who do find employment, how important are the following factors?

- i. Canadian experience
 - ii. Non-Canadian work experience
 - iii. Occupational specific skills/competencies
 - iv. Specific credentials/licenses
 - v. Educational qualifications
 - vi. English language proficiency
 - vii. Knowledge of Canadian work practices and cultural norms
 - viii. “Soft” skills including communication skills
 - ix. Willingness to relocate
 - c. Among those who do not secure employment, what are the barriers?
 - i. At what stage of the employment process does this typically occur (e.g., second interview; during testing)
 - ii. Does this vary by sector/industry?
 - d. Among those who secure employment, do you have a sense of how many retain their positions for one year or more?
 - i. Among those who are able to retain their jobs, what are the primary success factors for retention?
 - ii. Among those who do not retain their jobs, what are the primary barriers to retention?
- 4. In addition to anything you may have already mentioned, what do you see as the main challenges experienced by immigrant talent who are seeking employment in Ontario?
 - a. Does this vary by sector/industry?
- 5. How do you typically interact with employers?
 - a. Do you engage in any outreach activities with employers (in support of working with your organization and/or in support of immigrant talent)?
 - b. Do you seek their input into training programs? Discuss.
 - c. Do you follow up with them to ask about reasons for hiring/not hiring immigrant talent? Discuss.
 - d. Do you seek feedback on retention rates, barriers to retention, and factors that lead to successful integration of immigrant talent into their organization?
- 6. What do you see as the employer’s role in integrating immigrant talent into the workplace?
 - *Probe for:*
 - *Provision of jobs/job opportunities (including willingness to hire outside of company’s geographical location)*
 - *Training to fill gaps in experience/training*

- *Cultural awareness/Canadian work practices training*
- *Language support and training/referral*
- *Helping with logistics of settling in*
- *Workplace mentoring*
- *Connector programs for the family*

ADDITIONAL RESOURCES USED (5 MIN)

I would like to talk about some of the resources/supports that are available to employers and immigrant talent to facilitate immigrant employment.

7. What resources, if any, does your organization suggest to employers as valuable in identifying (and helping with the hiring and retention of) immigrant talent?
 - *Probe for:*
 - *Online recruitment sources*
 - *Word of mouth*
 - *Recruitment agencies*
 - *Other skilled immigrants*
 - *Immigrant settlement agencies*
 - *Bridging or gap training programs*
 - *Other employers*
 - *Professional associations*
 - *An immigration consultant*
 - *Unions*
 - *Regulatory bodies*
 - *Online sources such as HireImmigrants.ca Roadmap*
 - *What other online sources are you familiar with?*
 - *Have you ever tried this online resource? If no, is there any specific reason you haven't tried using this resource?*
 - *If your organization does not suggest any resources to employers, could you talk a bit about why not?*
8. What resources, if any, does your organization suggest to immigrant talent as valuable in helping find a suitable occupation/employer in Ontario? For example, JobBank, Settlement.org, Employment, etc.
 9. Of the resources you mentioned, which do you find most useful/reliable and why? Do you think online toolkits are effective? How can they be improved?

INCENTIVES FOR HIRING IMMIGRANT TALENT (5 MIN)

Let's talk about how employers can be encouraged to be more inclusive in their approaches to hiring.

10. How useful do you think each of the following supports would be in encouraging Ontario employers to hire immigrant talent and facilitating skills-commensurate employment for immigrants? *Probe for the following and ask follow-up questions like, "What should this look like? What features should this include?"*

- *Wage subsidies*
- *Tax incentives*
- *Training incentives*
- *Funded internships*
- *Linking employers to immigrant talent pools available through government-funded employment service providers*
- *Helping immigrants become "job ready" through programs such as language or bridge training*
- *Providing feedback mechanisms through which employers can provide input into training programs to ensure that skilled workers have the competencies they require*

PROGRAMS AND POLICIES (5 MIN)

I'd like to move on and discuss government programs and policies related to skilled immigrant employment.

11. Are you aware of any programs provided by the government to facilitate the hiring of skilled immigrants?

12. What should government(s) be thinking about when considering immigration as a strategy to meet Canadian labour market demand?

- a. Are there any changes or new policies you would feel the government should consider with respect to immigration policy?
- b. What sort of supports or programs should the government be looking at providing to immigrants and/or employers?

FINAL COMMENTS (2 MIN)

Do you have any final comments about any of the subject areas addressed or not addressed in this interview?

Thank you very much for your time and valuable insight

Appendix E: Newcomer Survey Instrument

Purpose of the Survey:

This survey is being conducted on behalf of Maytree's ALLIES project to better understand the experiences of immigrants in the Canadian labour market with respect to finding and retaining employment in Ontario. We would also like to understand impressions of the resources/toolkits, and government programs and policies, available to support immigrant employment.

Completing this survey will inform recommendations for immigrant employment councils, government and/or other stakeholders, settlement service providers, content for the hireimmigrants.ca and ALLIES websites, and public communications. The survey takes approximately 15 minutes depending on your answers, and it is completely confidential.

Statement of Confidentiality:

Only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information and no one from Maytree or ALLIES will see individual responses.

Questions:

If you have any questions about this survey, please feel free to contact Bess Ashby, Research Manager from R. A. Malatest & Associates Ltd., at 1-800-598-0161 (toll-free).

If you have any question about this project, please contact Peter Paul, ALLIES Project Leader at Maytree, at 416-944-2627 ext. 278.

Prize Draw:

Enter our draw for a chance to win one of two - \$100 gift cards to a grocery store in your area.

| I consent to continue

| No, thank-you

1. What is your current status in Canada?

| Canadian by birth, born in Canada

| Landed immigrant/permanent resident

| Canadian citizen, born outside of Canada

| Refugee claimant [*include mouse-over to define 'refugee claimant'*]

| Protected person [*include mouse-over to define 'protected person'*]

| Work visa

| Student visa

| Immigrant who is now a Canadian citizen, and has lived in Canada less than 10 years

| Visitor visa

| Working holiday visa

| Other (*please specify*) _____

| Don't Know

[if NOT " Landed immigrant/permanent resident " or "Protected person" or "Immigrant who is now a Canadian citizen and has lived in Canada less than 10 years", thank and terminate survey]

We would like to ask you a few questions to confirm that you are eligible to participate in this study.

2. What type of post-secondary education/training have you received? (*ü all that apply*)
- ‡ Trades certificate
 - ‡ College diploma
 - ‡ University degree
 - ‡ Masters degree
 - ‡ PhD/Doctorate
 - ‡ Post-graduate certificate
 - ‡ I do not have post-secondary education/training
 - ‡ Other (*please specify*) _____

[if “I do not have post-secondary education” thank and terminate survey]

3. Are you currently employed, looking for work, or will be looking for work in the near future?
- ‡ Yes
 - ‡ No

[if “No” thank and terminate survey]

4. How long have you lived in Canada?
- ‡ Less than 3 months
 - ‡ 3-6 months
 - ‡ 7-12 months
 - ‡ 1-2 years
 - ‡ 3-5 years
 - ‡ 6-10 years
 - ‡ More than 10 years

[if “More than 10 years”, thank and terminate survey]

5. Within what Ontario City do you currently live?

- Brantford
- Guelph
- Ottawa-Gatineau, Ontario part
- London
- Kingston
- Windsor
- Peterborough
- Barrie
- Oshawa
- Greater Sudbury
- Toronto
- Thunder Bay
- Hamilton
- Other (*please specify*) _____
- St. Catharines - Niagara
- _____
- Kitchen-Cambridge-Waterloo
- Prefer not to answer

[if "Prefer not to answer", ask Q6]

6. What are the first three digits of your postal code? (For example, M6G)

— — —

Prefer not to answer

[if "Prefer not to answer" thank and terminate survey]

7. Where did you complete your [*recall all answers from Q2, individually*]?

- In Canada
- Outside of Canada
- Both

[If "Outside of Canada" or "Both", go to Q8, else go to Q9]

[Ask only if Q7 = "Outside of Canada" or "Both"]

8. Where outside of Canada did you get your **[recall all answers from Q2, individually]**? Please check all countries that apply.

‡ (DROP DOWN LIST OF COUNTRIES) **[list countries alphabetically]**

‡ Prefer not to answer

9. Since moving to Canada, have you obtained any other credentials or designations not previously mentioned? **[Add mouse-over to define terms 'credentials' and 'designations']**

[if yes, ask:] What additional credentials or designations have you obtained?

‡ Yes →

‡ No

10. Have you worked in the field you were educated or trained in, for one or more years, either in Canada or outside Canada?

‡ Yes

‡ No

[if yes, Go to Q11, else go to Q12]

[Ask only if Q10="Yes"]

11. Was this work experience...

‡ In Canada?

‡ Outside of Canada?

‡ Both?

12. For what occupation(s) were you trained? *(Please select all occupations you have been trained in)*

Managerial (e.g., manager, supervisor, etc.)

Tactical

Trades

Other *(please specify)* _____

Don't Know

[Mouse-over list of example occupations for Tactical and Trades skill level]

13. Please indicate what sector or industry category that you have work experience in, whether in Canada or outside Canada? *(select all that apply)*

Agriculture

Professional, scientific and technical services

Fishing & trapping

Forestry & logging

Technology and information

Oil and gas extraction

Business and support services

Mining (except oil and gas)

Educational services

Utilities

Health care and social assistance

Construction

Wholesale trade

Culture and recreation

Retail trade

Accommodation and food services

Not for profit or charitable organizations

Government and public administration

Transportation and warehousing

Other *(please specify)* _____

Finance, insurance, real estate and leasing

Don't know

Prefer not to answer

14. What is your current job status?

- | Employed full-time
- | Employed part-time
- | Employed on a casual basis
- | Employed on a contract
- | Employed on a paid internship/apprenticeship
- | On a unpaid placement (e.g., internship/apprenticeship/co-op)
- | Unemployed and looking for work
- | Other (*please specify*) _____

[if “Unemployed and looking for work”, Go to Q18, else Go to Q15]

15. To what extent is your current job, or unpaid placement, related to your post-secondary education/training?

Very Related	Somewhat Related	Not At All Related	Prefer not to Answer

[if “Somewhat Related” or “Not At All Related”, go to Q16, else go to Q17]

16. Is working in a job unrelated to your post-secondary education/training your choice, or is there another reason?

[if “another reason”, ask:] Please explain:

- | By choice
- | Another reason → _____

17. How long have you been employed in your current position?

- ‡ less than a month
- ‡ 2-3 months
- ‡ 4-6 months
- ‡ 7-12 months
- ‡ 1-2 years
- ‡ 3-5 years
- ‡ More than 5 years

18. [*if Q14 = “Unemployed and looking for work”, question should read*] How long have you been looking for work in your related field?

[*Else, question should read*] When seeking employment, how long were you looking?

- ‡ less than a month
- ‡ 2-3 months
- ‡ 4-6 months
- ‡ 7-12 months
- ‡ 1-2 years
- ‡ 3-5 years
- ‡ More than 5 years

19. Since moving to Canada, how many interviews have you had for different jobs (your best estimate is fine)? *Please do not include multiple interviews with one employer for the same position.*

Number of Interviews ____

[*if Q19 is 1 or more, ask Q20*]

20. Approximately, what proportion of these interviews were related to your post-secondary education/training?

- ‡ All
- ‡ Most
- ‡ Some
- ‡ None

21. Since moving to Canada, how many different jobs have you had (your best estimate is fine)?

Number of Jobs ____

[if Q21 is 1 or more, ask Q22]

22. Approximately, what proportion of these jobs were related to your post-secondary education/training?

‡ All

‡ Most

‡ Some

‡ None

RESOURCES AND SUPPORTS FOR ASSISTING IMMIGRANT TALENT

23. Have you used any of the following channels/resources when looking for employment opportunities? (*ü all that you have used*) **[Include mouse-over to define ‘channels/resources’]** **[Programmer note: Rotate list]**

a. Online recruitment sources (e.g., JobBank, Settlement.org)	‡
b. Job/recruitment fairs	‡
c. Networking events/ industry specific forums	‡
d. Immigrant settlement and other employment/recruitment agencies [include mouse-over examples]	‡
e. An immigrant consultant	‡
f. Sector Councils [include mouse-over to define ‘Sector Councils’] /Professional associations	‡
g. Regulatory bodies /Unions	‡
h. Word of mouth including friends, colleagues, other employers, other skilled immigrants	‡
i. Ontario bridge training programs/ other training programs	‡
j. Mentoring programs	‡
k. Other (<i>please enter all additional channels/resources</i>) [allow up to 3 mentions]	‡
l. I have not used any channels or resources when looking for employment opportunities.	‡

23B. Please indicate how useful these resources were/are in helping you find employment opportunities. Please select a rating for each (from “Very Useful” to “Not Useful At All”).

	Very Useful	Somewhat Useful	Not Very Useful	Not Useful At All	Don't Know
<i>[Recall options selected from Q23]</i>					

24. Have you used any of the following specific training/support services provided by organizations in Ontario when looking for employment opportunities? (*ü all that you have used*) **[Programmer note: Rotate list]**

a. Cultural awareness/Canadian work practices training	
b. Language support and training	
c. Training related to resume/cover letter writing	
d. Foreign qualification/ credential assessment services [<i>include mouse-over to define 'Foreign qualification/credential assessment services'</i>]	
e. Mentoring programs	
f. Social networking training	
g. Training related to interview skills	
h. Support with the logistics of settling in (e.g., connector programs for your family)	
i. Co-op/internship/work placement	
j. Other (<i>please enter all additional training/support services</i>)	
[allow up to 3 mentions]	
k. I have not used any training or support services	

24B. Please indicate how useful these specific training/support services were/are in helping you find employment opportunities. Please select a rating for each (from “Very Useful” to “Not Useful At All”).

	Very Useful	Somewhat Useful	Not Very Useful	Not Useful At All	Don't Know
<i>[Recall options selected from Q24]</i>					

25. Please indicate how challenging you found the following activities during the process of finding employment opportunities appropriate for your skills and experience. Please select a rating for each (from “Very Challenging” to “Not At All Challenging”). If you did not participate in an activity, please indicate “not applicable”.

[Programmer note: Rotate list]

	Very Challenging	Challenging	Somewhat Challenging	Not At All Challenging	Not Applicable
a. Finding employment opportunities in your field					
b. Preparing your resume					
c. Preparing for an interview					
d. During the interview					
e. Finding out where to go for help preparing a resume					
f. Getting help with preparing for an interview					
g. Knowing how to network/ networking					
h. Finding a mentor					
i. Finding training to upgrade technical skills					
j. Finding training to upgrade language skills					
k. Finding training to upgrade communication skills					
l. During the training process/program					
m. Other (<i>please specify</i>) [allow up to 3 mentions]					

[Ask only if more than one “very challenging” options selected in Q25]

26. What is/was the most significant barrier in finding and retaining employment commensurate with your skills and experience? (Select one only). *[Recall all “very challenging” options selected in Q25]*

[Ask only of those who have found employment (Q14)]

27. **Found employment** *[if Q14 does not equal “Unemployed and looking for work”]*: Thinking of your current job, or unpaid placement, how important were/are the following skills and experiences in helping you secure employment in your field? Please select a rating for each skill/experience (from “Very important” to “Not At All Important”). If the skill/experience is not relevant to your field, please select “not applicable”.

[Programmer note: Rotate list]

28. Which of the following barriers have you faced in the Canadian labour

	Very Important	Somewhat Important	Not At All Important	Not Applicable
Related Canadian work experience?				
Related non-Canadian work experience?				
English language proficiency?				
Sector specific language skills?				
[Online mouse over: if the sector specific terminology used in Canada is different from the terminology used in other countries]				
Sector or occupational specific skills/competencies including a specific credential or license				
Soft skills?				
[Online mouse over: such as interpersonal skills, critical thinking and understanding of Canadian work practices and cultural norms]				
Other <i>(please specify)</i>				
[allow up to 3 mentions]				

market? (select all that apply)

[Programmer note: Rotate list]

- | | |
|---|---|
| a. Canadian work experience | ↓ |
| b. Language and communication skills | ↓ |
| c. Education qualifications and recognition including licensing | ↓ |
| d. Technical skills or competencies specific to the sector | ↓ |
| e. Racism or prejudice | ↓ |
| f. Lack of industry or other networks | ↓ |
| a. Other (<i>please specify</i>) | ↓ |
| [allow up to 3 mentions] | |
| g. No barriers | ↓ |

PROGRAMS/POLICIES

29. What sort of supports, programs, and/or policies should be provided by government(s) and/or employers with respect to encouraging immigrants in the Canadian labour market? Please enter your comments in the space below.

30. What is your country of origin?
- ↓ (DROP DOWN LIST OF COUNTRIES) **[list countries alphabetically]**
 - ↓ Prefer not to answer

ADDITIONAL DEMOGRAPHIC QUESTIONS

31. In which language(s) are you fluent? (*check all that apply*)

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> English | <input type="checkbox"/> Urdu |
| <input type="checkbox"/> French | <input type="checkbox"/> Arabic |
| <input type="checkbox"/> Italian | <input type="checkbox"/> Punjabi |
| <input type="checkbox"/> Spanish | <input type="checkbox"/> Tagalog (Filipino) |
| <input type="checkbox"/> German | <input type="checkbox"/> Cantonese |
| <input type="checkbox"/> Portuguese | <input type="checkbox"/> Chinese (not otherwise specified) |
| <input type="checkbox"/> Polish | <input type="checkbox"/> Other (<i>please specify</i>)_____ |

32. Which ethnic group do you most identify with?

- | | |
|--|---|
| <input type="checkbox"/> English | <input type="checkbox"/> Russian |
| <input type="checkbox"/> Scottish | <input type="checkbox"/> African |
| <input type="checkbox"/> Irish | <input type="checkbox"/> Jewish |
| <input type="checkbox"/> British | <input type="checkbox"/> Iranian |
| <input type="checkbox"/> French | <input type="checkbox"/> East Indian |
| <input type="checkbox"/> Spanish | <input type="checkbox"/> Pakistani |
| <input type="checkbox"/> Dutch (Netherlands) | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Greek | <input type="checkbox"/> Chinese |
| <input type="checkbox"/> Polish | <input type="checkbox"/> Japanese |
| <input type="checkbox"/> German | <input type="checkbox"/> Korean |
| <input type="checkbox"/> Italian | <input type="checkbox"/> Filipino |
| <input type="checkbox"/> Ukrainian | <input type="checkbox"/> Australian |
| <input type="checkbox"/> Croatian | <input type="checkbox"/> American (USA) |
| <input type="checkbox"/> Finnish | <input type="checkbox"/> South American |
| <input type="checkbox"/> Hungarian | <input type="checkbox"/> Caribbean |
| <input type="checkbox"/> Portuguese | <input type="checkbox"/> Other (<i>please specify</i>)_____ |
| <input type="checkbox"/> European | <input type="checkbox"/> Prefer not to answer |

33. What is your age?

- ‡ 18 to 24 years
- ‡ 25 to 29 years
- ‡ 30 to 34 years
- ‡ 35-39 years
- ‡ 40 to 44 years
- ‡ 45-49 years
- ‡ 50-54 years
- ‡ 55 or older
- ‡ Prefer not to answer

34. What is your gender?

- ‡ Male
- ‡ Female
- ‡ Other
- ‡ Prefer not to answer

35. What was your household income in 2013?

- ‡ Below \$25,000
- ‡ \$25,000 to \$39,999
- ‡ \$40,000 to \$59,999
- ‡ \$60,000 to \$79,999
- ‡ More than \$80,000
- ‡ Prefer not to answer

WRAP UP

36. Finally, are there any additional issues or comments you would like to make related to better assisting recent immigrant talent with finding employment and integrating into the Ontario workforce, please enter them below.

37. This study also involves focus groups with newcomers. They are being organized across Ontario and will take place later this year. Could we follow up with you at a later date to provide more information and ask if you would be interested in participating? If so, please provide your contact information below:

[Include mouse-over to define 'focus groups']

‡ Yes, I would like to be part of a focus group

‡ No, I would not like to be part of a focus group

First Name _____

Last Name _____

Email address _____

Telephone _____

[if Q14 does not = "Unemployed and looking for work", ask the following:]

38. We are also looking for input from employers. This information will be used to better understand how employers recruit, select and support immigrant talent in finding employment within Ontario. Your employer's responses will be grouped with the responses of other employers across Ontario and will not identify you. The survey will not affect your employment position in any way, nor will your employer be informed that you participated in a survey.

Do we have your permission to share your current employer's contact information with Maytree's ALLIES project to allow them to collect his/her input on their experiences?

‡ Yes

‡ No **[Thank and terminate survey]**

[If 38 = "Yes", ask:]

38A. Who should we contact?

[interviewer note: employer must be within Ontario]

[Respondents must enter at least one of telephone number or email address, "Organization" and "Name" fields are mandatory]

Organization _____

Name _____

Position _____

Telephone _____

Email address _____

City/Province _____

[Interviewer note: If respondents cannot remember the contact information, suggest they fill in the table online and send them an email]

39. In an effort to reach additional newcomers to complete this survey, would you be willing to provide contact details for other landed immigrants, permanent residents, protected persons or an immigrant who is now a Canadian citizen and has lived in Canada less than 10 years? For example, friends or family members?

! Yes

! No ***[If you are able to provide the following survey link to any eligible participants that would be greatly appreciated: [www.
ALLIESNewcomerSurvey.malatest.net](http://www.ALLIESNewcomerSurvey.malatest.net)]***

If [yes], please provide contact information below:

[please include more than one table for name/telephone/email address]

Name _____

Telephone _____

Email address _____

PRIZE DRAW

40. If you would like to enter our draw for a chance to win one of two \$100 gift cards to a grocery store in your area, please tell us the following:

Name (first & last): _____

Telephone #: _____

Email Address: _____

! My contact information is the same as provided for the request to participate in a focus group

Thank you for your participation!

Appendix F: Employer Survey Instrument

Purpose of the Survey:

This survey is being conducted on behalf of Maytree's ALLIES project to better understand how employers recruit, select and support immigrant talent in finding employment within Ontario. We would also like to understand the available incentives, resources and toolkits, and government programs and policies available to assist employers in improving practices related to supporting immigrant employment.

Completing this survey will inform recommendations for immigrant employment councils, government and/or other stakeholders, settlement service providers, content for the hireimmigrants.ca and ALLIES websites, as well as public communications. The survey takes approximately 10-12 minutes to complete depending on your answers, and it is completely confidential.

Statement of Confidentiality:

Only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information and no one from Maytree or ALLIES will see individual responses.

Questions:

If you have any questions about this survey, please feel free to contact Bess Ashby, Research Manager from R. A. Malatest & Associates Ltd., at 1-800-598-0161 (toll-free).

If you have any question about this project, please contact Peter Paul, ALLIES Project Leader at Maytree, at 416-944-2627 ext. 278.

Prize Draw:

Enter our draw for a chance to win one of two - \$100 prizes (your choice of a \$100 gift certificate to Indigo/Chapters or a \$100 donation to a charity of your choice).

Revised Telephone Script

Introduction:

Hello, my name is _____ and I'm calling from R.A. Malatest on behalf of ALLIES Canada. We are conducting a survey about the challenges employers' face in finding suitable candidates for their company. The information we collect will be used to develop strategies for helping employers find suitable candidates, and for candidates – including newcomers to Ontario – find suitable employment.

[Interviewer: If respondent asks what “ALLIES” is - ALLIES is a project that supports local efforts in Canadian cities to successfully adapt and implement programs that further the suitable employment of skilled immigrants. ALLIES stands for “Assisting Local Leaders with Immigrant Employment Strategies” and is jointly funded by Maytree, a registered Canadian charity and the J.W. McConnell Family Foundation.

[Interviewer: If respondent has concerns regarding how we obtained their contact information, please explain that the primary source of contact information was InfoCanada, a publicly available inventory of employers across Canada.]

Q1A. May I please speak to the person in charge of HR decisions? [**Interviewer: If respondent needs clarification on who may be involved with hiring, explain as “This may include someone from human resources, a manager, or the company president/CEO”.**]

Yes, person answering is involved in hiring |

No | → [**Interviewer: ask to speak with someone who has experience hiring and repeat introduction**]

Q1A2. We are also hosting this survey online. Would you be able to provide me an email address in order to send an invitation for someone to complete the survey online?

Yes | → [**Obtain email address**]

No |

The survey takes about 10-12 minutes to complete depending on your answers, and it is completely confidential. The information you provide will inform recommendations for immigrant employment councils, government and other stakeholders, settlement service providers, content for the hireimmigrants.ca and ALLIES websites, as well as public communications.

QB. Do you consent to participate in this survey?

Yes | → Please note that this call may be recorded for quality assurance purposes

No | → [**Attempt to schedule a hard/soft appointment**]

[**If respondent is not able to complete the survey over the phone**]

QC. We are also hosting this survey online. Would you be able to complete an online survey?

Yes | → [**Provide URL: www.ALLIESEmployerSurvey.malatest.net**]

No |

5. [*Telephone script*] May I ask what is your title or position? [*Interviewer: Do not read list*]

[*Online script*] What is your title or position?

‡ Owner / President / CEO / CFO

‡ Vice President / Director / Senior manager

‡ Administrator

‡ Human Resource Department

‡ Other (*please specify*) _____

ABOUT YOUR ORGANIZATION

[*Telephone script*] To start, I would like to ask a few questions about your organization.

6. [*Telephone script*] How many employees work for your organization?
[*Interviewer note: Do not read options. Record response based on categories listed. Confirm mention is for # employees for entire organization*]

[*Online script*] How many employees work for your organization?
(Please record total # employees for entire organization)

‡ Less than 20

‡ 20 to 49

‡ 50 to 99

‡ 100 or more

[*if "Less than 20" thank and terminate survey*][*Telephone script: "Thank-you, however your organization does not qualify for the survey"*]

7. In what geographical area(s) does your organization operate? (ü *all that apply*)

[*Interviewer note: Do not read options. Record response based on categories listed*]

- | Atlantic Canada (NL, NS, PE, NB)
- | Quebec
- | Ontario
- | Western Canada (BC, AB, SK, MB)
- | North (NT, YT, NU)
- | Internationally

[Interviewer note: if “Ontario” NOT selected, confirm they do not operate in Ontario]

[if “Ontario” NOT selected, thank and terminate survey][Telephone script: “Thank-you, however your organization does not qualify for the survey”]

8. In which Ontario city is your specific office or branch located? **[Select one only]**

[Interviewer note: Do not read options. Record response based on categories listed]

- | |
|----------------------------|
| Guelph |
| Ottawa-Gatineau, Ontario |
| Kingston |
| Peterborough |
| Oshawa |
| Toronto |
| Hamilton |
| St. Catharines - Niagara |
| Kitchen-Cambridge-Waterloo |
| Brantford |
| London |
| Windsor |
| Barrie |
| Greater Sudbury |
| Thunder Bay |
| Other (please specify) |
| _____ |
| Prefer not to answer |

[if “Prefer not to answer”, ask Q5, else go to Q6]

[Ask only if Q4 = “Prefer not to answer”]

9. Could you please enter the first three digits of your office location’s postal code? (For example, M6G)

- | Prefer not to answer

[If “Prefer not to answer”, thank and terminate survey] [Telephone script: “Thank-you, however your company does not qualify for the survey”]

10. Is the location at which you work a...

‡ Head office?

‡ Branch location?

‡ Other (*please specify*) _____

11. Does your organization operate in any other Ontario cities? (*ü all that apply*)

[Interviewer note: Do not read options. Record response based on categories listed and prompt for other cities]

‡ Ottawa-Gatineau, Ontario

‡ Guelph

‡ Kingston

‡ London

‡ Peterborough

‡ Windsor

‡ Oshawa

‡ Barrie

‡ Toronto

‡ Greater Sudbury

‡ Hamilton

‡ Thunder Bay

‡ St. Catharines - Niagara

‡ Other (*please specify*)

‡ Kitchen-Cambridge-Waterloo

‡ Prefer not to answer

‡ Brantford

‡ No, My organization does not
operate in another Ontario city

12. [**Telephone script**] Can you please tell me the industry category your organization operates within? [**Interviewer note: Do not read options. If respondent does not know the industry category, read a few examples such as finance, health, business, ask for specific industry and record response**]

[**Online script**] Of the options below, please indicate the industry category that best represents the primary operation of your organization. [**Select one only**]

- | | |
|--|---|
| ‡ Agriculture | ‡ Finance, insurance, real estate and leasing |
| ‡ Fishing & trapping | ‡ Professional, scientific and technical services |
| ‡ Forestry & logging | ‡ Technology and information |
| ‡ Oil and gas extraction | ‡ Business and support services |
| ‡ Mining (except oil and gas) | ‡ Educational services |
| ‡ Utilities | ‡ Health care and social assistance |
| ‡ Construction | ‡ Culture and recreation |
| ‡ Wholesale trade | ‡ Accommodation and food services |
| ‡ Retail trade | ‡ Government and public administration |
| ‡ Not for profit or charitable organizations | ‡ Other (<i>please specify</i>) |
| ‡ Transportation and warehousing | |
| | _____ |
| | ‡ Prefer not to answer |

13. Is your company mandated to comply with the federal Employment Equity Act legislation?

- ‡ Yes
- ‡ No
- ‡ Don't Know
- ‡ Prefer not to answer

14. How long have you worked with this organization? [*Interviewer note: Do not read options. Record response based on categories listed and prompt for other cities*]

- ‡ Less than one year
- ‡ 1-2 years
- ‡ 3-5 years
- ‡ More than 5 years

[*Telephone script*] I would now like to ask you a few questions about hiring immigrant talent.

For the purpose of this survey, “*recent immigrant talent*” refers to educated or trained immigrant professionals who have been in Canada for approximately 10 years. [*Interviewer note: if needed explain that ‘educated or trained immigrant professionals’ means someone who has obtained a post-secondary credential -such as a trades certificate, diploma or degree*]

[*Online script*]

For the purpose of this survey, “*recent immigrant talent*” refers to educated or trained immigrant professionals (i.e., have obtained a post-secondary credential - trades certificate, diploma, and/or degree) who have been in Canada for approximately 10 years.

15. To what degree has your organization had difficulty in finding suitable candidates to fill positions requiring a post-secondary credential?

[*Telephone script add*] Would you say it is.....

Very Difficult	Difficult	Somewhat Difficult	Not At All Difficult	Don't Know

16. Does your organization pro-actively look for immigrant talent?
 [*Interviewer note: “proactively looking for immigrant talent” refers to an employer actively seeking immigrant talent (i.e., going to immigrant serving agencies, hosting a link on a website targeting immigrants)*]

	Yes	No	Don't Know
[<i>if “yes”, ask Q13</i>]			

[*if “no, don't know” - Go to Q12B*]

12B. [*Ask only if Q12=No or Don't Know*]Is that because?

- | We don't proactively look for immigrant talent, but we do receive resumes from immigrant talent
- | We don't proactively look for any talent
- | Other (please specify)
- | Prefer not to answer

[*Ask only if Q12=yes*]

17. Does your organization pro-actively look for immigrant talent...

	Yes	No	Don't Know
a. Close to your branch or office location?			
b. Outside of your branch or offices' immediate location but within Canada?			
c. Internationally (i.e., outside Canada)?			

18. Does your organization have trouble recruiting recent immigrant talent due to your branch or office's geographical location?

- | Yes → *[if yes, ask:]* Could you please tell us why?
- | No
- | Don't Know _____
- | Prefer not to answer _____

19. Has your organization received a resume from a recent immigrant, or an immigrant serving agency on behalf of a recent immigrant, in the past 2 years or so?

- | Yes *[if yes, ask:]* Approximately how many resumes have you received from recent immigrant talent in the past 2 years or so? ***[Interviewer note: Do not read options. Record response based on categories listed.]***
- | No
- | There is no way for my organization to identify immigrant status
 - | Less than 5
 - | 5-9
 - | 10-29
 - | 30-50
 - | More than 50
 - | Don't know
 - | Prefer not to answer

20. Has your organization interviewed a recent immigrant in the past 2 years or so?

| Yes

| No

| There is no way for my organization

to identify immigrant status

| Don't Know

| Prefer not to answer

[if yes, ask:] Approximately how many interviews have you conducted with internationally-trained immigrants in the past 2 years or so? *[Interviewer note: Do not read options. Record response based on categories listed.]*

| Less than 5

| 5-9

| 10-29

| 30-50

| More than 50

| Don't Know

| Prefer not to answer

21. Has your organization hired immigrant talent in the past 2 years or so?

| Yes →

| No

| There is no way for my organization to

identify immigrant status

| Don't Know

| Prefer not to answer

[if "Yes" Go to Q18, else go to Q21]

[if yes, ask:] Approximately how many internationally-trained immigrants have you hired in the past 2 years? *[Interviewer note: Do not read options. Record response based on categories listed.]*

| Less than 5

| 5-9

| 10-29

| 30-50

| More than 50

| Don't Know

| Prefer not to answer

[Ask only if Q17=yes]

22. [**Telephone script**] What specific skill level(s) have you filled with recent immigrant talent? [**Interviewer: Read each skill level and give examples of the corresponding occupation for that skill level**]

[**Online script**] What specific skill level(s) have you filled with recent immigrant talent? If these options do not apply to the skill levels you have filled, please use the “Other (please specify)” box and provide a response. (*select all that apply*)

‡ Managerial (e.g., manager, supervisor, etc.)

‡ Tactical

‡ Trades

‡ Other (*please specify*) _____

‡ Don't Know

[*if Q17 equals “Don't know”, ask:*]

Please tell us the specific occupations you have filled with recent immigrant talent: _____

[**Online survey: Mouse-over list of example occupations for each skill level**]

[**Telephone survey: Include list of occupations to be selected by surveyor**]

[**Telephone survey: Provide list of example occupations to reference for each skill level**]

23. How difficult is it to recruit recent immigrant talent for?

	Very Difficult	Difficult	Somewhat Difficult	Not At All Difficult	Don't Know
‡ Managerial (e.g., manager, supervisor, etc.)	‡	‡	‡	‡	‡
‡ Tactical	‡	‡	‡	‡	‡
‡ Trades	‡	‡	‡	‡	‡
‡ Other (<i>please specify</i>)	‡	‡	‡	‡	‡
‡ Don't Know					

[**Ask only if multiple ‘very difficult’ options selected at Q19**]

24. [*Telephone script*] Of the positions you just indicated as being very difficult, which one would you say was the most difficult to find suitable recent immigrant talent? [*Interviewer note: Do not read options unless respondent has difficulty remembering which were selected as “very difficult”*]

[*Online script*] For which types of positions is it most difficult to find suitable recent immigrant talent?

[*Select one only*]

| [*Recall multiple selections from Q19*]

| Don't Know

25. Looking at *[Recall options from Q18]* positions, how important is it that that recent immigrants you hire have....

[Programmer note: Those who indicated “There is no way for my organization to identify immigrant status” or “Don’t know” or “Prefer not to answer” at Q17 and/or “Don’t know” at Q18, question should read “How important is it that recent immigrants have”]

[Programmer note: Rotate list]

	Very Important	Fairly Important	Not Very Important	Not At All Important	Don't Know
Related Canadian work experience?					
Related non-Canadian work experience?					
English language proficiency?					
Sector specific language skills? [Interviewer read if required: “if the sector specific terminology used in Canada is different from the terminology used in other countries”]					
[Online mouse over: if the sector specific terminology used in Canada is different from the terminology used in other countries]					
Sector or occupational specific skills/competencies including a specific credential or license					
Soft skills? [Interviewer read if required: “such as interpersonal skills, critical thinking and understanding of Canadian work practices and cultural norms”]					
[Online mouse over: such as interpersonal skills, critical thinking and understanding of Canadian work practices and cultural norms]					
[Telephone script] Are there any other skills or experiences you would like to mention?					
[Online script] Other (please enter all additional skills/experiences) [allow more than one mention]					

26. [**Telephone script**] Could you please indicate how significant you think the following barriers are for recent immigrant talent when they are looking for employment in the Ontario labour market?

[Interviewer note: To what degree is (read first response category) a barrier? (repeat with all other response categories)]

[Online script] Please indicate how significant you think the following barriers are for recent immigrant talent when they are looking for employment in the Ontario labour market?

[Programmer note: Rotate list]

RESOURCES AND SUPPORTS FOR RECRUITING IMMIGRANT TALENT

[Telephone script] I would now like to ask you a few questions about resources for recruiting immigrant talent.

	Very Significant	Fairly Significant	Not Very Significant	Not At All Significant	Don't Know
a. Canadian work experience					
b. Language and communication skills					
c. Education qualifications and recognition including licensing					
d. Technical skills or competencies specific to the sector					
e. Racism or prejudice					
f. Lack of industry or other networks					
[Telephone script] Are there any other barriers you would like to mention?					
g. [Online script] Other (please enter all other barriers)					
[allow more than one mention]					
h. I don't think there are any significant barriers					

27. Has your organization used any of the following channels for recruiting immigrant talent?

(check all your organization has used)

a. Online recruitment sources (e.g., JobBank, Settlement.org)	
b. Job/recruitment fairs	
c. Networking events/ industry specific forums	
d. Immigrant settlement and other employment/recruitment agencies	
e. An immigrant consultant	
f. Sector Councils/ Professional associations	
g. Regulatory bodies/Unions	
h. Word of mouth including friends, colleagues, other employers, other skilled immigrants	
i. Ontario bridge training programs/ other training programs	
j. Mentoring programs	
k. [Telephone script] Are there any other channels your organization has used for recruiting immigrant talent? [allow more than one mention]	
l. My organization does not use any channels for recruiting immigrant talent.	

28. Has your organization ever used any of the following tools/resources to find suitable immigrant talent?

Tools/Resources	
Hireimmigrants.ca	
TRIEC Campus	
World Education Services	
Skills International	
Hireimmigrants.ca Road Map	
Municipal Immigration Portal	
Rating tools to assess immigrant talent	
HR support/employer guides	
Cross-cultural competency training for employers and employees	
Other (<i>please specify</i>) [allow more than one mention]	
My organization does not use any tools/resources for recruiting immigrant talent.	

24B. Please indicate how useful these tools/resources were/are in helping you find suitable immigrant talent. Please select a rating for each (from “Very Useful” to “Not Useful At All”).

	Very Useful	Somewhat Useful	Not Very Useful	Not Useful At All	Don't Know
<i>[Recall options selected from Q24]</i>					

29. Has your organization ever used any of the following supports to encourage the hiring of immigrants and facilitate employment for immigrant talent?

Supports	
Wage subsidies	
Tax incentives	
Funded internships	
Linking employers to immigrant talent pools available through government-funded employment service providers	
Helping immigrants become “job ready” through programs such as language or Ontario bridge training program	
Feedback mechanisms through which employers can provide input into training programs to ensure that skilled workers have the competencies they require	
Other (<i>please specify</i>) [allow more than one mention]	
My organization does not use any supports for immigrant talent.	

25B. Please indicate how useful these supports services were/are in encouraging the hiring of immigrants and facilitating employment for immigrant talent. Please select a rating for each (from “Very Useful” to “Not Useful At All”).

	Very Useful	Somewhat Useful	Not Very Useful	Not Useful At All	Don't Know
<i>[Recall options selected from Q25]</i>					

RETAINING IMMIGRANT TALENT

[Telephone script] We are almost finished. I would like to ask you a few questions about retaining immigrant talent.

30. Does your organization provide any of the following supports to help integrate recent immigrants into the workplace? (*ü all your organization provides*)

- | | |
|---|--|
| a. Training to fill gaps in experience/training | |
| b. Language support and training/referral | |
| c. Cultural awareness/Canadian work practices training for immigrant talent | |
| d. Cross-cultural competency training for employers and employees | |
| e. Workplace mentoring for immigrant talent | |
| f. On-boarding/orientation training | |
| g. Connector programs for families | |
| h. Support for relocating | |
| [Telephone script] Are there any other supports your organization provides to help integrate recent immigrants into the workplace? | |
| i. [Online script] Other (<i>please enter all additional supports</i>)
[allow more than one mention] | |
| j. We do not offer any support options | |

[Ask Q27 if more than 3 selections at Q26]

31. Please indicate the top three most critical supports you provide in helping integrate recent immigrants into the workplace. **[Limit of three]**

| **[Show options selected from Q26][Interviewer note: Do not read options unless respondent has difficulty remembering which were selected]**

| Don't Know

| Prefer not to answer

32. What sort of supports, programs, and/or policies should be provided by government(s) and/or employers with respect to encouraging immigrants in the Canadian labour market? Please enter your comments in the space below.

33. Finally, are there any additional issues or comments you would like to make related to better assisting recent immigrant talent with finding employment and integrating into the Ontario workforce, please enter them below.

--

34. This study also includes focus groups with employers. They are being organized across Ontario and will take place later this year. Could we follow up with you at a later date to provide more details and to ask whether you would be interested in participating? If so, please provide your contact information below:

<input type="checkbox"/>	Yes, I would like to be part of a focus group with employers
<input type="checkbox"/>	No, I would not like to be part of a focus group with employers

First Name _____

Last Name _____

Company _____

Telephone _____

Email address _____

PRIZE DRAW

31. If you would like to enter our draw for a chance to win one of 2 - \$100 prizes (your choice of a \$100 gift certificate to Indigo/Chapters or a \$100 donation to a charity of your choice), please tell us the following:

Name (first & last) _____

Company _____

Telephone _____

Email Address _____

My contact information is the same as provided for the request to participate in a focus group

[Interviewer note: For those who agreed to provide their information for a focus group, confirm info is the same and select box above]

Thank you for your participation!

Appendix G: Communication Materials for Agencies

Script for Contacting Newcomer Agencies

Hello, my name is _____ and I'm calling on behalf of Maytree's ALLIES project.* Our company, R.A. Malatest & Associates, was hired to conduct research to better understand the experiences of immigrants in the labour market with respect to finding and retaining employment in Ontario.

We are conducting a survey and are calling today to ask for your assistance in helping us find educated newcomers to participate in our research. Would you be willing to allow a researcher from our company to visit your agency/organization to distribute paper surveys and/or invitation cards to our online version of the survey?

Alternatively, would your agency/organization be willing to display the invitations in a location that is visible and easily assessable to newcomers who may visit your location?

Would your agency/organization be willing to post a brief message on your website inviting newcomers to participate and containing a link to the survey which they can assess online?

I would be happy to send you our communications materials, which include further information about the project.

Further information:

Mr. Peter Paul, Project Leader, Maytree

416-944-2627 ext. 278

MS. Bess Ashby, Research Manager, R.A.Malatest & Associates Ltd.

1-800-598-0161 (toll-free)

Funded by



*If agency/organization asks about ALLIES, explain that ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) supports local efforts in Canadian cities to successfully adapt and implement programs that further the suitable employment of skilled immigrants. ALLIES is jointly funded by Maytree and The J.W. McConnell Family Foundation.

Communication Materials for Website Links to Newcomer Survey

Html box on websites:

- The 'Go To Survey' links to Malatest survey site URL www.AlliesNewcomerSurvey.malatest.net

For Newcomer survey



Are you an educated immigrant who has been living in Ontario for less than 10 years?

Are you employed and/or looking for work?

Complete a confidential survey and share your experiences about seeking employment in Ontario.

Complete the survey for your chance to win one of two — \$100 grocery gift certificates

Funded by



Email that agencies can send to their contacts:

- The URL www.AlliesNewcomerSurvey.malatest.net links to Malatest survey site

Hello,

Through the ALLIES project, we are doing a study to better understand the experiences of educated immigrants in the Canadian labour market with respect to seeking employment in Ontario.

We want to hear about your experience in seeking employment. Complete the survey for your chance to win one of two – \$100 grocery gift certificates.

To complete a survey and share your experiences, please click on the link below.

www.AlliesNewcomerSurvey.malatest.net

This survey is voluntary, and your answers will be completely confidential.

Further information:

Mr. Peter Paul, Project Leader, Maytree
416-944-2627 ext. 278

MS. Bess Ashby, Research Manager, R.A.Malatest & Associates Ltd.
1-800-598-0161 (toll-free)

Funded by



Copy for newsletters – Newcomers

- The URL www.ALLIESNewcomerSurvey.malatest.net links to Malatest survey site

Share your experience finding employment in Ontario

We want to hear from you. Through the ALLIES project, we are conducting research to gather first-hand information—from the newcomer’s point of view—to better understand the experiences of immigrants in the Canadian labour market with respect to finding and retaining employment in Ontario.

We are conducting an online survey from now to the end of November, 2014. Complete the survey for your chance to win one of two – \$100 grocery gift certificates.

Whether you were educated here in Ontario or elsewhere, your input is valuable...

To complete a survey and share your experiences, please click on the link below.

www.ALLIESNewcomerSurvey.malatest.net

ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) supports local efforts in Canadian cities to successfully adapt and implement programs that further the suitable employment of skilled immigrants. ALLIES is jointly funded by Maytree and The J.W. McConnell Family Foundation.

Funded by



Appendix H: Focus Group Invitations and Moderator Guides

Email Script

Subject Heading: Focus Group Request for Maytree's ALLIES Project

Dear [Insert Name],

(Newcomer) You recently completed a survey on your experiences finding and retaining employment in Ontario and indicated that you would be willing to participate in a focus group!

(Employer) You recently completed a survey related to how employers recruit, select and support newcomers in finding employment within Ontario and indicated that you would be willing to participate in a focus group!

These focus groups are part of the same study, which will inform recommendations for immigrant employment councils, government and/or other stakeholders, settlement service providers, and content for public communications. The study is being completed by our firm, R.A. Malatest & Associates, on behalf of Maytree's ALLIES project.

The purpose of the focus groups is to explore topics from the survey in greater detail. The focus groups will last approximately 60-90 minutes. To thank you for your time and participation, you will be provided with \$75!

A focus group will be held in [insert City] on [insert date]. If you are interested in participating in a focus group and are available on this date, please contact Tanya Farr, Research Analyst from R.A. Malatest & Associates Ltd., at 1-800-598-0161 (toll-free) ext. 102 or by e-mail at t.farr@malatest.com. Please specify in your message your time preferences and Ms. Farr will schedule your focus group. Ms. Farr will also provide further details related to location at this time.

Please note, all of the information that you share during the focus groups will remain anonymous. Only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information and no one from Maytree or ALLIES will see individual responses.

If you have any questions regarding this focus group, please feel free to contact Bess Ashby, Research Manager, at 416-644-0161 ext: 114 (or toll free at 1-800-598-0161) or by email at b.ashby@malatest.com. Should you be interested in more detailed information about the project from the Maytree's ALLIES project, please contact Peter Paul, at 416-944-2627 Ext: 278 or PPaul@maytree.com.

We thank you for your consideration of this request and look forward to your participation.

EMPLOYER & NEWCOMER PERCEPTIONS OF EMPLOYMENT BARRIERS

FOCUS GROUP GUIDE – NEWCOMER

Thank you for taking the time to participate in this focus group. As you know, ALLIES Canada has retained the services of R.A. Malatest & Associates Ltd. to conduct a study to better understand the experiences of newcomers and employers as they hire/seek employment in Ontario.

The purpose of this group is to explore your experiences with respect to seeking and retaining employment that match to your skills and training, available tools and resources used to find employment, and government programs and policies that support newcomer employment.

The discussion will last approximately 90 minutes and will be audio recorded. The recording will help ensure that your feedback is accurately captured and will be destroyed after submission of the final report. You will not be identified individually in any reports we provide to ALLIES.

If you have participated in focus groups before you will know that we are looking for you to provide your opinions and experiences on the various topics we will cover. There are no right or wrong opinions; feel free to voice your own ideas and perspectives. We want to hear from everyone who is here today so I will ask that we please respect each other's opinions by not speaking at the same time.

Confidentiality and Anonymity:	All of the information that you share during this session will remain anonymous for reporting purposes. This means that only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information in connection with interview findings. Anonymous quotes may be used in the report.
Questions:	<p>If you have any questions about this focus group, please feel free to contact Bess Ashby, Research Manager of the Toronto office of R. A. Malatest & Associates Ltd., at 416-644-0161 ext.114 or via email at b.ashby@malatest.com.</p> <p>If you have any questions about this project, please contact Peter Paul, Project Leader at Maytree, at 416-944-2627 ext. 278 or via email at PPaul@maytree.com.</p>
Informed Consent:	<p>Do you have any questions about the objectives of the study or the purpose of this focus group?</p> <p>Do I have your permission to begin the session?</p>

INTRODUCTION (5 MIN)

I would like to start by asking you to tell us a little bit about yourself. I'd like each of you to tell me:

- Which country you emigrated from;
- How long you have lived in Ontario;
- Whether you are currently employed or not; and
- If you have ever found employment in Ontario that matches your skills or training.

SEEKING EMPLOYMENT (30 MIN)

I would like to talk a bit about your experiences seeking employment in Ontario.

Barriers to finding employment

Have any of you faced barriers when seeking employment in Ontario? Let's list what some of these barriers were.

[Moderator: Note on flip chart the barriers to seeking employment]

For those of you who have worked in Ontario, did you ever experience barriers in retaining employment / holding onto a job?

[Moderator: Note on flip chart the barriers to retaining employment]

We recently conducted surveys with both newcomers and employers in order to better understand the experiences of newcomers in finding and retaining employment in Ontario. You might recall participating in this survey. One interesting finding of these surveys was that both employers and newcomers see *education qualifications* as one of the main barriers newcomers face when seeking employment. Would you agree? *[Moderator Note: If already listed, say, 'It would appear that you agree with this']*.

- How specifically have you experienced *education qualifications* as a barrier? Have you been told that you generally lack education or do you have more education than is required for a position?
- Are you always asked about your *education qualifications* during interviews?

[If asked and/or relevant to the discussion, the top three barriers identified by newcomers who responded to the survey were:

- *Ontario work experience*
- *Education qualifications and recognition*
- *Lack of industry or other supports]*

However, we did see a few differences between employers and newcomers in terms of their perceptions of the barriers newcomers face. Employers told us that the main barrier newcomers face is *language and communication skills*. This barrier was **not** among the top three barriers identified by newcomers. What are your thoughts about this? Why do you think this was identified as a barrier by employers but not newcomers?

- Do you think this is a challenge faced by most newcomers or a minority of newcomers?
- Was this a challenge you faced, or perhaps, continue to face? When you first came to Ontario, did you ever experience a language barrier when seeking employment? Did anyone ever mention that language or communication skills were a barrier for you? Was this a surprise? Did it seem fair?
- Do you think newcomers receive the language and communication skills training they need to find and retain employment in Ontario?
- Is this a challenge for only certain types of jobs? By that I mean are the language and communication requirements more rigorous for certain types of work?

Employers also told us that *technical skills or competencies specific to the sector* is a barrier for immigrants. Again, this was not included among the top three barriers identified by newcomers. What are your thoughts about this?

- Do you think this is a challenge faced by most newcomers or a minority of newcomers?
- Was this a challenge you faced, or perhaps, continue to face? Have you ever receive additional training after coming to Ontario to upgrade your technical skills? Did anyone ever mention that sector specific skills were a barrier for you? Was this a surprise? Did it seem fair?
- Is this a challenge for only certain types of jobs or sectors? By that I mean are the technical requirements more rigorous for certain types of work?

Skills needed for securing employment

In the survey we conducted among newcomers and employers, we also asked what skills or experiences are important for securing employment. The top three skills identified by both newcomers and employers included *English language proficiency* and *soft skills*. Interestingly, having *related Canadian work experience* was identified by newcomers as something that helps them secure employment, but it was **not** identified by employers as something they look for in a candidate. Why do you think newcomers think they need *related Canadian work experience* to secure employment in Ontario but employers themselves don't list this as

something they look for in a job candidate? Are you often asked about Canadian and or Ontario work experience during interviews?

Racism or prejudice

I need to ask you about a sensitive topic we explored in our survey with newcomers and employers and this is prejudice or racism. Our survey findings indicated that newcomers were much more likely than employers to cite racism as a barrier faced by newcomers who are seeking employment in Ontario. Let's talk about this for a moment.

- Is this something you have ever experienced when seeking employment in Ontario?
- Have you heard of others who have experienced racism or prejudice when seeking employment?
- Do you think this is a widespread problem newcomers face when seeking employment in Ontario?

RESOURCES, TOOLS AND SUPPORTS (25 MIN)

I would like to now talk about some of the resources/supports that are available to newcomers to facilitate finding employment.

Do you think newcomers are aware of the tools and resources that are available to assist them in their efforts to find employment? Let's brainstorm what these tools are...*[flip chart]*

Survey results identified the following tools and resources as most useful:

- Word of mouth
- Online recruitment sources
- Networking events/industry specific forums
- Immigrant settlement and other employment/recruitment agencies

Have you heard of these tools and resources? Which is more useful and why *[talk about online resources vs. agencies and support networks]*?

By contrast, awareness of the following tools and resources was quite low:

- Mentoring programs
- Sector councils and professional associations

These tools and resources provide the following types of assistance and support to newcomers:

- Having a mentor
 - Helps to build network, and work connections, meeting new people.

- Gain industry insights: to really understand how things work within your industry, what's the language used in your industry, and then you can incorporate those things in your job search.
- Opportunity to do real things with your mentor that you'll be doing in your workplace, like having a team meeting, and then you can get their feedback on how did you do in that team meeting, and how can you change to do things better¹
- Sector councils and professional associations
 - Are industry-led partnership organizations that address skills development issues and implement solutions in key sectors of the economy.
 - Unite representatives from business, labour, education and other professional groups to analyze and address human resource issues.
 - Provide a practical perspective on a wide range of issues related to technological change, quality standards, planning, and human resource development².

What's the best way to increase awareness and use of these tools?

Are these tools and resources sufficient or is something missing? Are there any other types of tools and resources that would help newcomers who are seeking employment in Ontario?

When during the employment process would these tools be most useful (i.e., when you are seeking employment, after you have obtained employment, continuous)?

POTENTIAL INITIATIVES AND STRATEGIES (25 MIN)

For our final topic, I would like you to think about some strategies or initiatives that you feel would be useful in assisting newcomers and/or employers.

Let's start with newcomers. Based on your experiences and our discussion here today, what do newcomers need most to find and retain employment in Ontario?

What is the best way to get this information to those who are considering employment in Ontario?

- What is the best time to get them this information - before they move to Ontario or after?
- What is the best way of getting them this information?
- Who should the information come from?

¹ Sourced from <http://www.prepareforcanada.com/working/success-strategies/how-can-newcomers-benefit-from-mentoring/>

² Sourced from <http://www.newcomersuccess.ca/index.php/en/partner-engagement/sector-councils>

Let's move on to employers. Again, based on your experiences and what we've talked about here today, what do employers need to do to increase the likelihood that newcomers will be successful in finding employment that matches their skills and in retaining employment?

- Should employers place more emphasis on finding newcomers to fill positions within their company? What do you think would encourage them to do this? [cite survey findings in employer version]
- What can employers do to help newcomers 'fit in' within the culture of their organization?
- What can employers do to help newcomers fill skill gaps they might have? What types of training are most effective? (e.g., mentors within the company, external training provided by a third party)
- Should employers link up with training providers to help these organizations design training programs that are more relevant for the company?

Finally, let's talk about what the government and other stakeholders, such as agencies that assist newcomers, can do to help.

- Given that newcomers are more likely to cite racism as a barrier to newcomers who seek employment in Ontario, should overcoming this barrier be a priority for government or agencies that assist newcomers in their efforts to find and retain employment?
- Who is responsible for developing tools and resources to assist newcomers? Is this the responsibility of the government or is this something newcomer serving agencies should be focusing on?

FINAL COMMENTS (5 MIN)

Do you have any final comments about any of the subject areas addressed or not addressed in this focus group?

Thank you very much for your time and valuable insight

EMPLOYER & NEWCOMER PERCEPTIONS OF EMPLOYMENT BARRIERS

FOCUS GROUP GUIDE – EMPLOYER

Thank you for taking the time to participate in this focus group. As you know, ALLIES Canada has retained the services of R.A. Malatest & Associates Ltd. to conduct a study to better understand the experiences of newcomers and employers as they hire/seek employment in Ontario.

The purpose of this group is to explore your experiences with respect to the hiring/retention of suitable candidates, including skilled newcomers, available tools and resources used for employment solutions, and government programs and policies to support newcomer employment.

The discussion will last approximately 90 minutes and will be audio recorded. The recording will help ensure that your feedback is accurately captured and will be destroyed after submission of the final report. You will not be identified individually in any reports we provide to ALLIES.

If you have participated in focus groups before you will know that this is a semi-structured discussion; we are looking for you to provide your opinions and experiences on the various topics we will cover. There are no right or wrong opinions; feel free to voice your own ideas and perspectives. We want to hear from everyone who is here today so I will ask that we please respect each other's opinions by not speaking at the same time.

Confidentiality and Anonymity:	All of the information that you share during this session will remain anonymous for reporting purposes. This means that only researchers at R. A. Malatest & Associates Ltd. will have access to identifying information in connection with interview findings. Anonymous quotes may be used in the report.
Questions:	<p>If you have any questions about this focus group, please feel free to contact Bess Ashby, Research Manager of the Toronto office of R. A. Malatest & Associates Ltd., at 416-644-0161 ext.114 or via email at b.ashby@malatest.com.</p> <p>If you have any questions about this project, please contact Peter Paul, Project Leader at Maytree, at 416-944-2627 ext. 278 or via email at PPaul@maytree.com.</p>
Informed Consent:	<p>Do you have any questions about the objectives of the study or the purpose of this focus group?</p> <p>Do I have your permission to begin the session?</p>

INTRODUCTION (10 MIN)

I would like to start by asking you to introduce yourself and tell us a little bit about your company, your position within your company, and if you are able to tell us, the approximate number of employees within your company and what proportion of them are skilled newcomers/immigrants. [Moderators note: If needed, explain that our focus with respect to newcomers are those with post secondary education credentials and have been in Canada for less than 10 years]

I would like to talk a bit about your experiences hiring suitable candidates for skilled positions within your company/organization.

HIRING NEWCOMER TALENT (30 MIN)

Barriers to finding suitable candidates

Have any of you experienced difficulty in finding suitable candidates to fill positions within your company?

What are some of the challenges or barriers that you face when seeking suitable candidates to fill positions within your company? [Moderator: Note on flip chart the challenges in finding suitable candidates]

Are there any additional challenges that you experience when hiring newcomers for skilled positions in your company? [Moderator: Note on flip chart the challenges in finding suitable newcomers]

We recently conducted surveys with both newcomers and employers in order to better understand their experiences when seeking and hiring for positions requiring post secondary education. You might recall participating in this survey. One interesting finding of these surveys was that both employers and newcomers see *education qualifications* as one of the main barriers newcomers face when seeking employment. Would you agree? [Moderator Note: If already listed, say, 'It would appear that you agree with this'].

- In what ways do you see educational qualifications as a barrier? Aside from the licensed professions in Ontario, is it essential that candidates have Canadian educational qualifications for skilled positions in your company? How do you ensure or validate that a potential candidate has the level of education required? Are there any challenges to validating educational qualifications?

[If asked and/or relevant to the discussion, the top three barriers identified by employers who responded to the survey were:

- Language and communication skills
- Education qualifications and recognition
- Technical skills or competencies specific to the sector]

We did see a few differences between employers and newcomers in terms of their perceptions of the barriers newcomers face. Newcomers told us that the main barrier they face is lack of *Ontario work experience*. This barrier was **not** among the top three barriers identified by employers. What are your thoughts about this? Why do you think this was identified as a barrier by newcomers but not employers? Is Ontario work experience more essential for certain positions? Is Canadian work experience as or more essential to have than Ontario work experience? Is lack of Canadian work experience a barrier?

Skills needed for securing employment

In the survey we conducted among newcomers and employers, we also asked what skills or experiences are important for securing employment. The top three skills identified by both newcomers and employers included *English language proficiency* and *soft skills*.

English Language Proficiency

Let's focus on English language proficiency for a moment.

What level of language/communication ability is required in your workplace?
(beginner, intermediate, advanced, superior)

Do the current language/communications skills of newcomers in your workplace pose any health and safety risks?

Which aspects of communication/language do you feel require further development and how will that improve their workplace outcomes?

Do opportunities currently exist for newcomers in your workplace to practise their language/communication skills during work hours?

Would you support immigrant language/communication training in your workplace customized to meet your needs? How many paid training hours per week would you feel is appropriate to meet the needs of your employees?

Soft Skills

Now let's discuss soft skills. Could you please give me a type of soft skill you look for in a potential candidate?

[Moderator: Note on flip chart the specific soft skills. Some soft skills that may not get mentioned include interpersonal skills (managing conflict, working with others), emotional intelligence (social, personal self management)].

Summarize and discuss which soft skills employers find most lacking for newcomers. Probe for more details on which specific soft skills are needed and which are most lacking and why.

How is a specific skill an impediment?

How do newcomers demonstrate they have soft skills?

What can newcomers do to acquire these skills?

RESOURCES, TOOLS AND SUPPORTS (20 MIN)

I would like to now talk about some of the resources/supports that are available to employers to facilitate newcomer employment.

Can I have a show of hands, how many employers proactively look for educated newcomers who may be suitable to fill your positions?

Our survey results indicated that the majority of employers use online recruitment sources and/or word of mouth to recruit potential candidates. Which do you find more useful?

It also suggests a general lack of awareness for other specific tools/resources that are available such as:

- Hireimmigrants.ca Road Map
- World education services
- TRIEC Campus
- Rating tools to assess immigrant talent.

Have you heard of these tools and resources? Is there a need to enhance awareness of any tools/resources (e.g., because they don't specifically source for newcomers or they have enough applications without having to source). What's the best way to increase awareness and use of these tools?

Are these tools and resources sufficient or is something missing? Are there any other types of tools and resources that would help employers recruit potential newcomer candidates?

POTENTIAL INITIATIVES AND STRATEGIES (25 MIN)

For our final topic, I would like you to think about some strategies or initiatives that you feel would be useful in assisting newcomers and/or employers.

Let's start with employers. Based on your experiences and what we've talked about here today, what do employers need to do to increase the likelihood that newcomers will be successful in finding employment that matches their skills and in retaining employment?

- Should employers place more emphasis on finding newcomers to fill positions within their company? What do you think would encourage them to do this? [cite survey findings in employer version]
- What can employers do to help newcomers 'fit in' within the culture of their organization?
- What can employers do to help newcomers fill skill gaps they might have? What types of training are most effective? (e.g., mentors

within the company, external training provided by a third party)

- Should employers link up with training providers to help these organizations design training programs that are more relevant for the company?

Let's move on to newcomers. Again, based on your experiences and our discussion here today, what do newcomers need most to find and retain employment in Ontario?

What is the best way to get this information to those who are considering employment in Ontario?

- What is the best time to get them this information - before they move to Ontario or after?
- What is the best way of getting them this information?
- Who should the information come from?

Finally, let's talk about what the government and other stakeholders, such as agencies that assist newcomers, can do to help.

- Given that newcomers are more likely to cite racism as a barrier to newcomers who seek employment in Ontario, should overcoming this barrier be a priority for government or agencies that assist newcomers in their efforts to find and retain employment?
- Who is responsible for developing tools and resources to assist newcomers? Is this the responsibility of the government or is this something newcomer serving agencies should be focusing on?

FINAL COMMENTS (5 MIN)

Do you have any final comments about any of the subject areas addressed or not addressed in this focus group?

Thank you very much for your time and valuable insight

Appendix I: Ideation Session Invitation and Discussion Points

Subject Heading: Invitation to ALLIES Perceptions of Employment Barriers Ideation Session

Dear [Insert Name],

I am contacting you today to request your participation in a group discussion about the findings of a study commissioned by ALLIES*, which explored issues associated with finding and retaining employment for newcomers in Ontario. The group discussion will focus on the development of strategies that will facilitate the employment of newcomers and better support employers in hiring newcomers.

We are inviting eight to ten stakeholders to share their views in this discussion group and would like you to be one of the participants.

The group session will be held in Toronto, at 415 Yonge Street, Suite 1201, on [insert date], at [insert time]. The session will begin with a 20-30 minute presentation highlighting the key findings of the study commissioned by ALLIES*, followed by a 90 minute discussion on recommendations for policy development related to supporting the employment of newcomers. Refreshments will be provided.

To reserve your place in the group, please respond to this email by [insert date].

We thank you for your consideration of this request and look forward to your participation.

Sincerely,

[SIGNATURE]

Peter M. Paul
Project Leader, ALLIES
Maytree
416-944-2627 Ext: 278

*ALLIES supports local efforts in Canadian cities to adapt and implement programs that further the suitable employment of skilled newcomers. For more information, please go to <http://alliescanada.ca>.

Ideation Session Discussion Points:

A high level overview of research findings was presented along with discussion on the following points:

Specific to newcomers:

- More comprehensive information prior to immigration
 - Sector/occupation specific requirements (e.g., credentials, security clearance, importance of Canadian work experience)
 - Challenges to expect after immigrating (e.g., costs, how long process will take, sector specific language requirements, cultural challenges)
 - Important concepts and terms (e.g., mentorship, networking, internships - what they are, why important)
 - Tips (e.g., resume and interview best practices)
- Start process before immigration
 - Connect with mentor who works within sector (virtual connection)
 - Take online courses to upgrade skills (when possible)
 - Compile documentation (e.g., credential assessment documentation, references, transcripts)
- Provide one reputable information source
 - Government website (trusted by newcomers)
 - Consistent, up-to-date information (agencies do not always provide this)
 - List of resources (reputable agencies, links to training, links to forums and networking events)
- Consider newcomer mandates and additional employer quotas
 - Consider mandating newcomers to connect with agency prior to immigration
 - Establish private sector quotas

Specific to employers:

- More promotion of resources, tools, incentives that are available (low awareness)
- Promote benefits of internships (especially for overqualified newcomers)
- Provide sector-specific online resource:
 - Info/links to info available through one online tool
 - Provide credential evaluation service (equivalency of educational background, authenticity of credentials)
 - Allow employers to send job posting and agencies identify best candidates
 - Provide links to diversity training courses
 - Provide labour market information (including small and rural communities)
 - Provide access to qualified pool of candidates (employers more likely to provide content if tool reduces recruitment costs)
- Employer incentives/supports/risk mitigation
 - Training subsidies (similar to YEF) to mitigate risk (especially for small companies)
 - Reduce recruitment costs via pool of eligible newcomers, pre-screened by agencies
 - Government support in developing hiring/recruitment program for newcomers
- Increase awareness of cultural differences
 - Emphasize importance of diversity training, particularly for hiring managers (understand realities of current labour market; update recruitment requirements)
 - Promote use of different types of interviews (e.g., technical interview and behavioural interview)

