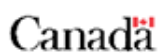# EMPLOYER TOOLKIT

FOR HIRING NEWCOMERS

Empowering Employers and Newcomers in the Quinte Region Through Equity, Diversity, and Inclusion (EDI)

The Quinte Immigration Services (QUIS) Employer Toolkit for Newcomers was developed through a partnership with Quinte Local Immigration Partnership (QLIP) and support from Bay of Quinte Tourism and funded by the Skills Development Fund (SDF) through the Ministry of Labour, Immigration, Training, and Skills Development Ontario.

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ABOUT

Purpose of Toolkit

The Quinte Immigration Services (QUIS) Employer Toolkit is a comprehensive resource designed to inspire employers in the Quinte Region to successfully hire, retain, and integrate immigrants into their workforce, particularly using Equity, Diversity, and Inclusion (EDI) as a guiding principle. This toolkit is developed in response to the dynamic shift of the Quinte Region labour market which emphasizes the importance of Equity, Diversity, and Inclusion (EDI) in order to accommodate the current social realities of immigrants in today's workplace within the region. QUIS recognizes the unique challenges faced by newcomers and immigrants when entering the Canadian workforce that relate to cultural competency, credential recognition, language barriers, and limited access to ethno-cultural support. Our ultimate goal is to bridge the gap in connection between employers and newcomers, promoting equitable opportunities and fostering a sense of belonging within the community through emerging, inclusive hiring practices.

The aim of this toolkit is to provide recommendations and serve as a practical guide for employers on the recruitment, hiring, and integration process of newcomers in the workforce – focusing on how employers can meaningfully contribute to these processes to ease the cultural transition and social integration of immigrants. Employers will find practical recommendations and strategies to foster a culture of inclusion within their organizations: from job postings that appeal to a diverse talent pool to unbiased hiring processes, the toolkit emphasizes EDI as a core component of the hiring and integration journey.

How Do I Use This Toolkit?

The layout and design of this toolkit has been chosen especially to create an easy to use format. We want to provide employers with as much foundational knowledge on newcomer employment practices, equity, diversity and inclusion and immigration information as possible, while making that information accessible and easy to navigate. We understand that everyone is at a different stage in their journey in adapting to a shifting labour market.

The EDI tools developed in this toolkit are based upon emerging research and focus group discussions with newcomer job seekers, local employers and organizations. To achieve a collective mission of EDI in the workplace in the Quinte region, you can use the extensive insights and resources of this toolkit as a guide for inclusive and effective recruiting, hiring and retention. Data-driven analyses, current market trends, local and national resources and demographic information offered here will help you identify barriers and make informed decisions when hiring newcomers. To help organizations implement and foster meaningful change, the toolkit also includes resources on best practices for hiring, implementing cultural sensitivity training, and language support initiatives. This toolkit is not only to be used to empower employers to support the social and cultural integration of newcomers, but also contribute to the economic growth and vibrancy of the Quinte Region.

Working Definitions

Below you will find definitions that provide a foundational understanding of key concepts related to immigration, employment, and diversity in Canada, particularly in the context of the Quinte Region and its workforce integration efforts [7]. It is essential for employers and newcomers alike to be familiar with these terms to navigate the Canadian immigration and employment landscape effectively.

Equity	providing fair treatment, access to opportunities, and advancement for all individuals, irrespective of their background, characteristics, or circumstances to allow an equal playing field.
Diversity	the presence of a wide range of different backgrounds, perspectives, identities, and characteristics within a group, organization, or community.
Inclusion	the practice of creating a welcoming and supportive culture where individuals of diverse backgrounds feel valued, respected, and empowered to participate fully.
Accessibility	the design and implementation of systems, facilities, and services that are usable and available to all employees so they can perform to their full potential.
Intersectionaiity	framework for understanding how various aspects of an individual's identity, such as race, gender, sexuality, and socioeconomic status, intersect leading to complex experiences of discrimination and privilege.
Interpersonal Discrimination	the unjust treatment of individuals or groups through a power imbalance; particularly based on their perceived or actual characteristics, such as race, gender, age, disability or religion, leading to differential opportunities, rights, or privileges.
Systemic Discrimination	operates through policies and institutional practices, creating interlocking systems of oppression that shape individual experience across multiple dimensions of identity such as race, gender, social class, and immigration status.
Implicit Bias	a form of bias that occurs automatically and unintentionally, that affect judgment, decisions, and behaviours.

Newcomer(s) individuals who have recently arrived in Canada, often as immigrants, refugees, or temporary residents.

International Student a temporary resident who is legally authorized to study in Canada on a temporary basis. With a few exceptions, international students must get a study permit if they are taking a course of studies that will last for more than 6 months.

Foreign Trained Professional individuals who has received education, training, or professional credentials in another country and seek to practice their profession in Canada.

Foreign National an individual who is not a Canadian citizen or a permanent resident, this includes a stateless and/or non-status person.

Permanent Resident a foreign national who has been granted the right to live and work in Canada indefinitely, but not yet citizens.

Immigration, Refugees, and Citizenship Canada (IRCC) Government of Canada Department that oversees immigration, refugees, and citizenship to Canada.

Express Entry a Canadian points-based immigration system used for managing and selecting candidates for immigration programs that assesses eligibility based on various factors, including age, education, work experience, and language proficiency.

Census Metropolitan Areas (CMAs) urban areas in Canada with a core population of at least 100,000 people characterized by major economic hubs and large cultural centers.

Work Permit (closed) an official document issued by the Canadian government that allows a foreign national to work legally in Canada for a specific employer and duration.

Work Permit (open) an official document issued by the Canadian government that allows a foreign national to work legally in Canada for most employers. Only available to certain candidates under specific programs.

Visa

an official document stamped in a foreign national's passport that allows them to enter Canada for a specific purpose, such as tourism, study, or work. It does not grant permission to work or stay in Canada but serves as an entry requirement.

Temporary Foreign Worker

an individual who comes to Canada on a temporary basis to work under the Temporary Foreign Worker Program (TFWP).

English as Second Language (ESL)

programs offered in Canada aimed to improve English language skills.

Foreign Credential Recognition (FCR)

the process by which Canadian authorities evaluate and assess the educational and professional qualifications obtained by individuals in other countries to determine their equivalency in Canada.

Department of Employment and Social Development Canada (ESDC)

department of the government of Canada that manages social programs and the labour market at the federal level. In particular, the ESDC oversees the Labour Market Impact Assessment (LMIA) process.

Labour Market Impact Assessment (LMIA)

a document issued by Employment and Social Development Canada (ESDC) that assesses the impact of hiring a foreign worker on the Canadian labour market.

Language Instruction for Newcomers (LINC)

IRCC funded program that allows permanent residence to access free language instruction in English or French; not available to Temporary Residents.

QUINTE'S DIVERSIFYING LABOUR MARKET

Immigration is one of the key cornerstones of Canada's diversity and economic development. As a result, Quinte's labour market is undergoing significant demographic shifts, particularly within one of its economic hubs, Belleville-Quinte West, which has become increasingly attractive to a global pool of talent in the region.

Data from Statistics Canada Census reveals a substantial growth in the overall immigrant population in the Belleville-Quinte West CMA from 2016 to 2021, with a 31.9% increase of total immigrants [23] [24] . Prince Edward County (PEC) has shown a lesser increase in immigrants since the 2016 Census (3%), but there is large seasonal temporary foreign worker population in the PEC region that regularly boosts immigration levels [25] [26]. As a result, the immigrant population now also comprises a larger share of the Quinte labour force. This not only indicates the pivotal role of newcomers in one of the Quinte region's central labour markets, but demonstrates the importance of surrounding rural areas and municipalities in the region to pursue a commitment to Equity, Diversity, and Inclusion (EDI). EDI based hiring practices can accommodate the unique needs of newcomers to ensure their long-term settlement.

In focus groups conducted with local employers, organizations, newcomers, and international student graduates, the barriers that reportedly create the greatest disconnect between newcomer jobseekers and employers in the Quinte region are the lack of knowledge about the immigration system and how to navigate the frequently changing services available.

Largest Employment Barriers in Quinte Identified by All Focus Groups

Lack of knowledge/direction regarding immigration process
30%

Lack of networking/career advancement opportunities
20%

Skills/credential recognition
30%

Discrimination and microaggressions
10%

Lack of funding for temporary worker settlement supports
10%

Opportunities and Challenges: Newcomers

As outlined above, limited data on newcomer labour market engagement in rural areas and surrounding municipalities outside of Belleville-Quinte-West economic hubs presents us with both a challenge and an opportunity: to empower employers within smaller municipalities in bridging the gaps in hiring, recruitment, and integration of newcomers through equitable and inclusive organizational practices. Newcomers first interaction with Canadian society is their immediate community supports within the region [2]. Their lived experiences and retention are responsive to the placemaking efforts of their receiving communities: particularly ones that stimulate economic and cultural growth [2]. Given this, retaining newcomers living in smaller & medium-sized cities, while competing with the attraction of larger urban cities, requires the community to rely heavily on EDI implementation. Newcomers are also a potential asset for smaller cities and rural areas in the Quinte region that are facing population decline, a shortage of industry-specific workers and an ageing population. Yet, barriers that newcomers frequently face in the labour market include:

Language/
Communication Barriers

+

Lack of Recognition of
Skills/Credentials

=

**Lack of "Canadian"
Work Experience**

Opportunities and Challenges: International Students and Graduates

International students and graduates in the Quinte region are a distinct category because post-secondary institutions are the first introduction to Canadian culture that international students come in contact with. This not only makes post-secondary education a transmitter of knowledge and culture for international students; but it is also a major agent of regional social and economic growth that requires international students for its maintenance [3]. Locally, intake of international students at Loyalist College has been steadily increasing over the last 7 years, going from 85 international students in 2015 to over 1,200 in 2022 [4]. Loyalist College plays a huge role in attracting talent to the Quinte region directly through employment and business partnerships, as well as retaining students post-graduation. As a result, the presence of a pool of skilled labour and post-secondary creates a cycle of talent and capital investment in the Quinte region.

Evidently, higher educational institutions act as the very avenue of change for small cities, as well as for international students and graduates themselves because they are emerging as a valuable capital resource [5].

Note: Many international students arrive in Canada having already completed a university degree and sometimes several years of relevant work experience. Their Canadian studies often complement their existing knowledge and these factors could be leveraged by companies to access a pool of talent and skills from the local work force.

Due to their Canadian credentials and proficiency in at least one official language that would allow them to integrate more easily into the labour force upon graduation, international students are characterized as highly desirable candidates for permanent residency. Yet, the experiences of international students after graduating highlights a disconnect. Academic and career growth are central to the goals of post-secondary education, however, limitations on study and post-graduate work permits pose difficulty for students looking to build job experience during and after their study that would otherwise provide a smoother transition from education to employment. In the Quinte region, these barriers are exacerbated by:

Lack of Understanding Immigration Policy (Employers and Students)

+

Lack of Opportunity in Field of Study and Accommodating Shift Arrangements for Students

=

Lack of "Canadian" Work Experience

What is a Post-Graduate Work Permit?

"The Post-Graduation Work Permit is a work permit for graduates of Canadian post-secondary institutions who have completed a program of at least 8 months. The permit is valid for the same length as the academic program, up to a maximum of 3 years" – https://settlement.org/

Workers holding this kind of work permit are allowed to work either full time or part time hours. The Canadian work experience they gain through employment can count towards an application for permanent residency only if they are employed at a certain level of occupation. Jobs in manual labour, food production, farming & agricultural workers, retail or general cashier/sales roles, etc. generally do not qualify as part of a permanent residence application.

In the long run...

The processes of recruiting, hiring, and retaining newcomers must not be made mutually exclusive with EDI practice. EDI also needs to be supplemented in ways that draw on an understanding of intersectionality and the social contexts of employee – employer relationships to ensure effectiveness of workplace integration of all newcomer groups.

IMPORTANCE OF EQUITY, DIVERSITY, AND INCLUSION (EDI) IN THE WORKPLACE

Equity, Diversity, and Inclusion (EDI) are key elements in building a highly productive and transformative workplace for employees and employers across all margins [6]. At its core, EDI seeks to cultivate more nurturing spaces where both employees and employers are able to simultaneously thrive. Here's why EDI matters:

01. EDI is Foundational Across All Workplace Training Areas and Ensures Successful Training Outcomes

In a 2022 EmployerOne survey conducted by the Centre of Workforce Development, the top 5 training areas employers wanted to focus on were: job-specific technical skills (66%), health and safety (61%), orientation of new employees (55%), mental health and well-being (55%), and productivity improvement (35%) [7]. Diversity training was the last area of focus with 15% of respondents highlighting it as a priority[7]. While all are crucial to a dynamic workplace, EDI and "Diversity" training should not be seen as incompatible from all other workplace trainings or viewed as a separate training in its own right: rather, the success of all workplace training procedures are evidently contingent on the organizations understanding and application of EDI as a transformative and structural framework across all workplace operations.

02. EDI Creates a Welcoming and More Productive Workplace Environment For Everyone

It is crucial to understand that elements of EDI are not to be understood as merely a checklist to improve workplace demographics, but rather serve as an actionable tool used by employers to help marginalized employees navigate systemic barriers through Equity, Diversity, and Inclusion. EDI enriches the workplace by providing employers and employees from all backgrounds with the capacity to freely voice their ideas, feel welcomed, and validated because their contribution in the space is evidently valued. When employees feel included, they are more likely to[6]:

Engage Actively: Inclusion encourages employees to participate, share ideas, and collaborate, leading to higher levels of engagement and commitment.

Feel Empowered to Participate: Inclusive environments encourage employees to express their ideas and talents without fear, allowing them to reach their full potential.

Have Mutual Respect: Respect is at the core of EDI. It fosters a culture where every employee's unique experiences and perspectives are acknowledged and respected.

Demonstrate Personal Growth: Inclusive workplaces provide opportunities for personal and professional growth, leading to more fulfilled, well-rounded employees. This growth is demonstrated through accountability.

03. EDI Reduces Discrimination Experienced by Minority Jobseekers

In a diverse and inclusive workplace, minority jobseekers encounter less barriers and biases during the hiring process. This is vital for several reasons[6]:

It Creates Fair Opportunities: It ensures that jobseekers are evaluated based on their potential and abilities, rather than being judged by factors beyond their control.

Promotes Inclusive Practice: True inclusivity starts with the hiring process and inclusive leadership. When jobseekers see an organization committed to EDI, they know they're entering a workplace that values what they bring to the table.

Challenges Barriers: Organizations that champion EDI, help break down and challenge systemic barriers, making it easier for future generations to access equal opportunities.

Collective Empowerment: Embracing EDI isn't just about individual empowerment; it's a collective effort to create a world where diversity is celebrated, not feared.

Why is EDI Good for My Business?

Equity, Diversity, and Inclusion are not just ethical imperatives, but when considered and implemented allow for a strategic advantage for employees and employers alike [6]. When EDI is deeply intertwined in the hiring process, it paves the way for:

01. Strategically Driven Market Growth and Innovation

In an increasingly globalized world, businesses that embrace EDI gain a competitive edge by [6]:

Cultivating an Innovation Hub: A diverse workforce brings together individuals with unique backgrounds and perspectives, sparking creativity and innovation. This diversity of thought leads to the development of innovative products and services that cater to broader and a greater variety of consumer markets.

Building Greater Market Insights: A diverse team is better equipped to understand and address the needs of a diverse customer base and their needs. This insight into various markets enables companies to expand their reach.

Fostering Adaptability: Businesses that embrace EDI are more agile and adaptable. They can respond effectively to emerging market dynamics and shifting customer expectations, ensuring long-term growth and sustainability.

02. Diverse Perspectives and Customizable Solutions in Decision-Making

EDI fosters more solution-oriented decision-making processes through enriching discussions on feasibility. This leads to greater accessibility of services as a result of [6]:

No Blind spots: Diverse teams bring a variety of skills, experiences, and expertise to the table. This breadth of knowledge leads to more well-rounded, informed decisions.

Holistic Problem-Solving: Different perspectives ensure that problems are analyzed from multiple angles, resulting in comprehensive and effective solutions. This also ensures intersectionality and accessibility frameworks are postured at the forefront of problem-solving discussions.

Customization: By considering the needs and perspectives of diverse stakeholders, companies can tailor their products, services, and strategies to better meet the expectations of their customer base through customized methods.

03. **Higher Employee Retention and Lower Turnover**

A workplace that prioritizes EDI tends to have more satisfied employees, leading to higher retention rates and lower turnover due to [6]:

Employee Engagement: When employees feel valued, respected, and included, they are more engaged in their work. They are motivated to stay with the company and contribute to its success.

Reduced Costs: High turnover can be costly in terms of recruitment, training, and lost productivity. EDI efforts reduce turnover, resulting in significant cost savings through increased employee retention.

Positive Reputation: A workplace committed to EDI not only attracts top talent but also maintains a positive reputation, further reducing the need for extensive recruitment efforts.

04. Benefits of EDI: Large to Small Businesses

EDI is not exclusive to large corporations; medium to small businesses can actually benefit more given that modern consumer markets are increasingly globalizing. EDI offers advantages to businesses of all sizes [6]:
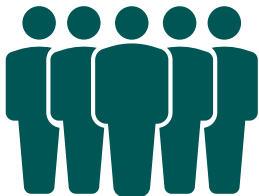
Large Businesses: EDI helps maintain market leadership and enhance global competitiveness because teams are better equipped to understand the needs of a global customer base. Companies that prioritize EDI are often better prepared to address global challenges and mitigate risks associated with discrimination; this resilience contributes to long-term sustainability of the company.

Medium-sized Businesses: Medium-sized companies benefit from increased employee loyalty and a competitive edge in their respective markets. EDI initiatives can also facilitate growth and expansion across regional lines.

Small Businesses: Smaller businesses can create a strong, inclusive culture from the outset, attracting talent and building customer trust which is central to small business development. EDI can be a cornerstone of their unique brand identity as well as build a strong foundation with diverse consumers and stakeholders to engage with the business.

EDI's Key Role in Workplace Health and Safety

Employment, often underestimated as a social determinant of health, wields tremendous influence on newcomer's physical and mental well-being especially when coupled with the predisposed stressors that accompany an, often challenging, settlement journey. While many newcomers arrive to Canada with statistically higher mental and physical health than most Canadian-born individuals – through a phenomenon known as the "Healthy-Immigrant Effect"- this advantage often deteriorates over time because of effects caused by social and professional integration in Canada [8].
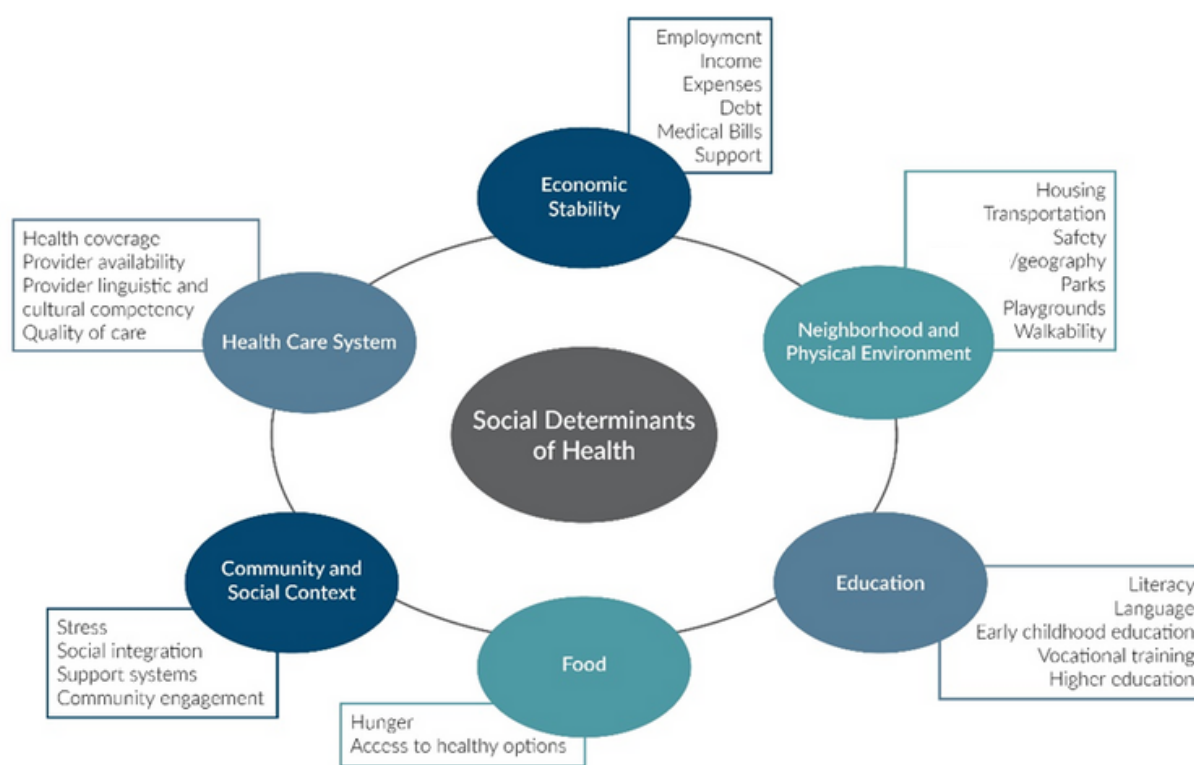
Figure 1: Alliance of Strong Families and Communities - SDOH Issue Brief

In a report by the Toronto Regional Immigrant Employment Council (TRIEC), newcomers who frequently experience temporary/precarious jobs or underemployment report worsening overall health – with 37% of newcomers reporting high levels of stress in both the job search and integration stages of employment [8]. Subsequently, in a Safety Science study by Basak Yanar and others, employers often emphasize individual factors like new workers' insufficient health and safety knowledge, language constraints/misunderstandings, and their own resource constraints regarding these issues as significant hurdles in ensuring workplace health and safety for newcomers [15]. From this, employers can work to support newcomer employees, through mindful consideration that newcomers are among the most vulnerable to health challenges due to overlap between work conditions and other social disparities in which they are situated [15].

Overall, EDI is a tool that can allow us to re-evaluate the social structures that are responsible for maintaining social exclusion and the health disparities we see in newcomer populations. Employment, over time, determines quality of life in and outside immediate working hours.

The Quinte Region: Enhancing Overall Immigrant Retention in Smaller Cities Through EDI Practices

A study published in the Canadian Perspectives on Immigration in Small Cities, reports that there is a lower rate of retention of vulnerable workers in smaller municipalities and rural areas compared to their census metropolitan area (CMA) counterparts such as Toronto, Montreal, and Ottawa [9]. This disparity is primarily attributed to the lack of cultural centers, community support, language barriers, and limited employment opportunities for career advancement within smaller/rural centres. In order to provide the corresponding tools to address these challenges, implementing Equity, Diversity, and Inclusion (EDI) practices throughout the workplace can play a significant role in ensuring long-term retention in and outside the workplace.

Cultural Competency Leads to Increased Job Satisfaction and Social Integration

Cultural competency within the workplace allows all employees to be better equipped to understand and appreciate diverse talent and include newcomers in the participation and (re)shaping of the local workplace culture. This not only enhances the overall work environment, but also contributes to increased job satisfaction among newcomers. Creating a workplace culture that values and celebrates diversity helps immigrants feel more socially integrated within the community [10]. This ultimately promotes longer-term residency as well as creating or expanding ethno-cultural hubs and businesses within the region [10].

EDI Opens up Opportunities for Career Mobility and Advancement

EDI practices create an environment that recognizes and rewards talent irrespective of cultural background. This inclusivity paves the way for newcomers to access equitable opportunities for career growth and advancement. When immigrants perceive a fair and unbiased workplace, they are more likely to invest in their professional development, contributing to higher retention rates and a more dynamic and diverse workforce [6].

EDI Facilitates Immigrant Participation in Local Decision-making Processes

Inclusive practice extends beyond the workplace by leveraging and encouraging newcomers to actively participate in local decision-making processes that directly affect them as a result of their inclusion in the labour market. By incorporating diverse voices into community discussions and decision-making forums, small and rural cities in the Quinte Region can create an environment where newcomers feel a sense of belonging, connection, but most importantly autonomy over their livelihoods. This involvement not only strengthens social bonds within and outside of their ethnocultural circles, but also empowers newcomers to contribute to shaping the community they now call home through their involvement in decision making [2].

BEST PRACTICES FOR HIRING NEWCOMER EMPLOYEES

Inclusive hiring practices foster a culture of belonging, where every individual feels valued for their unique contributions and are given the opportunity to pave the way for increased engagement and job satisfaction. Moreover, a commitment to building a diverse, inclusive workforce in each step of hiring is a resilient one that equips employers with the tools necessary to navigate the complexities of a globalizing labour market here in Canada [19].

Pre-Selection Process

The pre-selection process lays the initial groundwork for an inclusive hiring journey and opens up a diverse pool of applicants to opportunity. Best practices you can implement during this developmental stage include:

Recruitment Channels: Evaluate existing recruitment channels and sourcing

Why: To optimize the recruitment process and attract a diverse pool of candidates through effective channels that newcomers will engage with when seeking employment.

How:
- Shape marketing/sourcing strategy by analyzing performance and effectiveness of current recruitment channels.
- Identify recruitment channel appropriate for position (See page 31 on Recruitment of Newcomer Employees)

Language Proficiency: Identify language proficiency requirements

Why: The benefits of language training can be very helpful to an employer. There is always the possibility that an employee could attend ESL training under some form of trade-off initiative for time, or through another working arrangement. If the language skills of an employee improve, that could translate into increased productivity, performance, and an improved workplace culture for the enterprise.

How:

- Determine what level of language proficiency is required for the job based on an objective assessment of responsibilities for the position, Through the Centre for Canadian Language Benchmarks (CCLB): https://www.canada.ca/content/dam/ircc/migration/ircc/english/pdf/pub/language-benchmarks.pdf

- Offer or investigate Loyola ESL Training (Belleville, Trenton, Picton, Kingston), if applicable: https://learningatloyola.ca/

Note: ESL Training for temporary residents is not offered for free in Canada under Federal funding or through the province of Ontario. Check the IRCC website for further information: https://ircc.canada.ca/english/helpcentre/answer.asp?qnum=899&top=27

Tip: Some language training schools, colleges, and universities offer language training courses. See the resource under "Bridging Connections in the Community" on page 52 to find out more about potential options for your employees

Job Postings: **Crafting inclusive job postings**

Why: How language is used can create barriers in recruiting and hiring qualified talent. Qualifications and requirements must reflect inclusiveness and be result-oriented, to encourage candidates with different abilities and alternative experience to apply for the job.

How:

- Remove barriers in language to be more results-oriented.
  - Ex. Ability to communicate effectively → Ability to speak on the phone or in person, listen and write effectively
- State clearly and simply the conditions of employment, including flexibility of work hours, contract type, and salary grade (if applicable)
- Include a statement about any commitments made by the company about equal opportunity.
- Use ungendered language wherever possible.
  - Ex. Women and men → All genders
- Ensure inclusive job posting is distributed in various formats to increase reach and compatibility with various devices/screen readers, including (but not limited to): HTML, Microsoft Word, text transcripts of visual information.

Evaluating Candidates: **Using rubrics (evaluation tables) when comparing candidates**

Why: According to EDI strategies outline by the Government of Canada, rubrics can be used to ensure a fair and objective assessment of candidates based on predetermined criteria to cross-reference and further avoid biases in the selection process [11].

How:

- Develop rubric outlining key criteria and qualifications for the job.
- Use these tables consistently when reviewing and comparing candidates.
- Regularly review and update rubric to align with evolving organizational needs and industry standards.
- For information on how to create a customized rubric, visit: https://www.linkedin.com/pulse/create-interview-scorecard-better-hiring-decisions-herontalent

Selection Process

A fair selection process ensures that the most qualified candidates are selected. Candidates should be evaluated on the basis of fairness in regards their skills and contributions rather than credentialism alone. Given this, the application of EDI is crucial at this stage to affirm all candidates are provided with equitable opportunity. Exercising cultural sensitivity and awareness can look like:

Unbiased Candidate Assessment

Why: Unbiased candidate assessment ensures that candidates are evaluated on their skills and contributions rather than credentials and perceived stereotypes that would otherwise create an uneven playing field.

How:

- Implement standardized evaluation criteria for all candidates
- Multiple interview rounds (when needed) to minimize first-impression bias

Addressing Implicit Bias

Why: Implicit biases are an automatic and unintentional form of bias. Unlike "unconscious" bias which is frequently taught in EDI frameworks, "implicit" bias characterizes bias as generally occurring within one's own awareness. In other words, bias requires accountability through this awareness.

How:

- Conduct training for hiring managers and all staff to complete (See EDI Resources on page 54)

Performance/Skills Based Assessment vs. Credentials-Based Assessment

Why: An assessment of soft/hard skills ensures a more accurate reflection of a candidate's abilities and performance in the role that their credentials do not demonstrate.

How:

- Conduct practical exercises and simulations with candidates during the evaluation process. See Skills for Success (IRCC) for skills assessments: https://www.canada.ca/en/services/jobs/training/initiatives/skills-success.html

Accommodation and Accessibility for Interviews

Why: An assessment of soft/hard skills ensures a more accurate reflection of a candidate's abilities and performance in the role that their credentials do not demonstrate.

How:

- Offer flexible interview formats (in-person, virtual, or phone)
- Inquire about requests before interview such as: a quiet location, advance copies of interview questions, use of an interpreter (virtual, ASL), a location accessible for someone using a mobility device (consider time spent travelling)
- Appropriate interview accessibility measures can be found at: https://aoda.ca/how-to-make-the-hiring-process-accessible/

Conducting Culturally-Sensitive Interviews

Why: An addition to accessibility, being culturally-sensitive during interviews involves practicing different communication styles and interview techniques that navigate cultural difference in work ethic, self-expression, and proactive listening.

How:

- Tip Sheet 3 - Conducting Culturally Sensitive Interviews (Immigrant Employment Council of BC – Mind the Gap): https://iecbc.ca/files/Tip%20Sheet%203.pdf
- Refer back to "Evaluating Candidates" under the pre-selection process for rubric that can be used during the interview

Onboarding

Your onboarding process will be the defining feature and determinant of the short-term and/or long-term retention of newcomer employees. Effective onboarding facilitates a smooth and culturally-sensitive transition for newcomers, setting the stage for their success within your organization. Strategies include:

Skills Training

Why: Essential skills/job enhancement training can help boost the productivity in your workplace and give employees an opportunity to develop their skills.

How:

- Utilize resources such as the "Skills for Success" program by Immigration, Refugees and Citizenship Canada (IRCC) to offer training sessions that focus on both general essential skills and job-specific skills. This program provides tools and resources to enhance employability skills and facilitate successful integration into the workplace: https://www.canada.ca/en/services/jobs/training/initiatives/skills-success/tools.html

Translation and Interpretation, and Google Translate

Why: Providing language services virtually or on-site can support social integration into the workplace by ensuring communication is met.

How:

- Offer translation and interpretation services, both in-person and digital, to accommodate employees who may have language barriers. For translation and interpretation services in the Quinte region, visit: https://www.ceotis.ca/
- Allow newcomer employees utilize tools such as Google Translate features to enhance cross-cultural communication in the workplace

> Note: Professional translation and interpretation services do come at a cost. If your company is specifically hiring persons who have the skills for the job, but not necessarily the appropriate language level, consider factoring some interpretation and translation, or language support costs into the budget for the position being offered. Some companies may be eligible for employee training grants or loans.

Outline of Company Policies, Procedures, and Relevant Documentation

Why: Central to both the short-term/long-term retention of newcomer employees is a succinct understanding of organizational policies and procedures surrounding their integration.

How:

- Ensure comprehensive documentation outlining company polices/procedures are available in appropriate language best understood by potential employee[s] (see EDI Resource section on page 54)
- Conduct situational assessments where you practice job duties before acceptance, and/or orientation sessions to review information and address any questions/concerns about the position

Workplace Cultural Integration

Why: Fostering a sense of belonging by equipping newcomer employees with understanding organizational culture is vital for long-term employee retention.

How:

- Organize orientation sessions on workplace culture or company mission to familiarize newcomers with the company culture, values, and expectations. The meanings we ascribe to work values and expectations not only vary from business to business but across cultures.
- Encourage mentorship/buddy programs to connect new employees with more experienced colleagues who can provide guidance and support.
- Ex. Mentorship programs: https://www.mentoringpartnership.ca/

Effective onboarding, related skills training, job accommodations, and cultural integration, ensures that newcomers have the tools and support needed for a successful transition into the workplace. This, in turn, contributes to higher job satisfaction, improved productivity, and increased long-term retention rates for employees.

RECRUITMENT OF NEWCOMER EMPLOYEES

Recruitment Sources and Programs

Sourcing and recruiting from a diverse, newcomer talent pool can be a difficult process to navigate for employers, especially given the routed options available within local, national, and international bounds. Below is an outline of the most frequently used recruitment tools and the corresponding steps to follow. All recruitment methods have advantages and disadvantages to consider in order to best support your employment needs and if you are also looking to hire a specific cohort of newcomer talent, such as international students and/or international professionals working in a designated field.

In the Quinte Region

For employers within the Quinte region, it is easier and less timely to recruit locally than on a national and/or international level. Loyalist College, for example, has attracted many international students to the region who are the most frequent candidates seeking to participate in the labour market post-graduation. Local recruitment sources for all newcomers include:

Recruitment Source	Clientele Served	Website
Quinte Immigration Services	International Students/Graduates Permanent Residents Temporary Foreign Workers	https://www.quinteimmigration.ca/
Community Employment Services: Loyalist College	International Students/Graduates Permanent Residents Temporary Foreign Workers	https://loyalistces.ca/
Loyalist College Career Centre	International Students/Graduates	https://www.loyalistcareercentre.ca/home.htm

META Vocational Services	International Students/Graduates Permanent Residents Temporary Foreign Workers	https://metaservices.ca/
Career Edge	International Students/Graduates Permanent Residents Temporary Foreign Workers	https://www.careeredge.ca/ https://careeredge.on.ca/ (Trenton)
Work in Quinte	International Students/Graduates* Permanent Residents Temporary Foreign Workers	https://www.workinquinte.ca/

Online

These are online resources that can be used to recruit newcomers where the scope of recruitment can range from local to national:

Recruitment Source	Clientele Served	Website
Job Boards (Indeed, Linkedin)	International Students/Graduates Permanent Residents Temporary Foreign Workers Foreign Nationals	https://ca.indeed.com/ https://www.linkedin.com/
Government of Canada Job Bank	International Students/Graduates Permanent Residents Temporary Foreign Workers Foreign Nationals	https://www.jobbank.gc.ca/home

Provincial and Federal

In Canada

Recruiting newcomer talent outside of our immediate catchment area can sometimes be a longer process, but there are several options available for recruitment for Temporary Foreign Workers.

Recruitment Source	Clientele Served	Website
Express Entry Talent Sourcing	Temporary Foreign Workers Foreign Nationals	https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility.html
Provincial Nominee Program	Temporary Foreign Workers Foreign Nationals	https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/provincial-nominees/eligibility.html
Employment Ontario	Temporary Foreign Workers Permanent Residents International Students/Graduates*	https://www.ontario.ca/page/employment-ontario

Outside of Canada

Recruiting newcomer talent outside of Canada can be the longest process compared to recruitment sources within Canada. This includes various options:

Recruitment Source	Clientele Served	Website
Express Entry Program 3 subprograms: Federal Skilled Worker Program Federal Skilled Trades Canadian Experience Class	Temporary Foreign Workers Foreign Nationals	https://ca.indeed.com/ https://www.linkedin.com/
Temporary Foreign Worker Program	Temporary Foreign Workers Foreign Nationals	https://www.canada.ca/en/employment-social-development/programs/temporary-foreign-worker.html

| **International Mobility Program** | Temporary Foreign Workers Foreign Nationals | https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/international-mobility-program.html |

PROCESSES FOR HIRING NEWCOMERS

Getting a Labour Market Impact Assessment (LMIA) to Hire a Newcomer

What is an LMIA and why might I need one?

Employers who want to hire temporary workers who do not fall under an exemption, may need to get a Labour Market Impact Assessment (LMIA) before the worker applies for a work permit. An LMIA is a document from Employment and Social Development Canada that gives the employer permission to hire a temporary worker. There is a process for applying for an LMIA. See the steps below.

Step-by-Step: Applying for Labour Market Impact Assessments (LMIAs) for Employers

Understanding and navigating the process of obtaining a Labour Market Impact Assessment (LMIA) is crucial for employers, as obtaining this assessment is often a prerequisite for hiring foreign workers in Canada. LMIAs maintain and ensure a fair and competitive labour market for Canadian and foreign workers alike – but particularly serves as a catalyst for qualified newcomer professionals to participate fully in the Canadian workforce [10].

Tip: Processing times vary from 10 days up to 3 months, depending on which immigration process you are applying through. Processing times for LMIAs can be found here: https://www.canada.ca/en/employment-social-development/services/foreign-workers/labour-market-impact-assessment-processing-times.html

Steps for Employers:

01. Determine if you require a LMIA to hire a temporary worker:
To ensure requirements are met, conditions and eligibility criteria can be found at:
https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/find-need-labour-market-impact-assessment.html#need

02. Apply for an LMIA online:

Once you have confirmed the need for an LMIA, proceed to the ESDC online application portal:
https://tfwp-jb.lmia.esdc.gc.ca/employer/

03. Submit all required documentation:

Ensure all required or supporting documents are submitted including job descriptions and advertising campaigns that are requested by ESDC.

04. Processing fee(s):

LMIA applications typically include a processing fee that is currently set at $1,000 CAD for each position requested (this is subject to change by IRCC). The ESDC payment request for the LMIA Processing Fee is made online. Some LMIAs are fee-exempt.

> Note: If you are applying to support a foreign worker with a permanent resident application in process, you may be exempted from the LMIA fee.

05. LMIA application assessment:

This phase involves an assessment of your application by an ESDC officer – this process may also involve an LMIA interview and written requests for clarification.

06. Final LMIA decision:

There are 3 LMIA results: positive, neutral, and negative. Once the LMIA is processed, you will receive an LMIA decision from ESDC. If an officer concludes that hiring foreign workers will have a positive or neutral effect on the Canadian labour market, they will issue you an LMIA Confirmation Letter and you may proceed with hiring a foreign worker.

07. Identify foreign worker:
You should identify and add the name of a temporary foreign worker to the LMIA Confirmation Letter.

08. Work permit application:
Temporary foreign workers will then apply for a work permit and include the LMIA Confirmation Letter with their visa application while it is still valid.

How can my newcomer employee apply for a work permit?
Temporary foreign workers have to complete the following steps to apply for a work permit [10]:

Steps for Foreign Workers: Applying for a Work Permit through a Positive LMIA

01. Confirm eligibility:
Visit IRCC website to confirm eligibility:
https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/permit/temporary/eligibility.html

02. Complete the work permit application:
Once you have met conditions and eligibility criteria, apply for a work permit:
https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/permit.html

03. Application fee:
Work permit applications may be subject to a fee, fees vary or may be exempt depending on the applicant and as specified by the IRCC. Payment is typically made online.

04. Submit application and monitor status:
Submit completed work permit application with all required, supporting documents. Foreign workers are responsible for regularly monitoring their work permit application status through the online portal. IRCC may follow up or request additional information while work permit is still processing.

05. Obtain work permit:

Once the work permit application is approved, foreign workers will receive an official confirmation. Foreign workers must review the details of the work permit, including the validity period. With the approved work permit, foreign workers outside of Canada can travel to Canada and must present the work permit to the Canada Border Services Agency Officer at a Port of Entry. Foreign workers must comply with work permit conditions including the terms of employment in the LMIA to avoid visa cancellation.

Tip: Processing times vary depending on the country the foreign worker is applying from, the work sector and whether or not the work permit is being applied for in or outside of Canada. Processing times for work permits can be found here: https://www.canada.ca/en/immigration-refugees citizenship/services/application/check-processing-times.html

Immigration Fraud Prevention

Authorized paid representatives for immigration processes

Only authorized representatives can charge a fee or receive any other type of payment for immigration counsel or application completion. They are: lawyers and paralegals who are authorized members of a Canadian provincial or territorial law society, some notaries from the province of Quebec, and immigration consultants who are authorized members of the College of Immigration and Citizenship Consultants.

Unpaid representatives for immigration processes

Other third parties who do not charge a fee such as friends or family members, can act as representatives on a newcomers immigration files, but they must do so free of charge.

All persons acting as representatives (paid or unpaid) on an immigration file (including employers assisting with the application process), must complete and sign the use of representative immigration form which is to be submitted with the application.

Find out more about representatives for immigration applications:
https://www.canada.ca/en/immigration-refugees-citizenship/services/immigration-citizenship-representative/learn-about-representatives.html

What are NOC Codes?

The 2021 National Occupational Classification (NOC) Codes (previous versions: 2016, 2011, 2006) is a critical tool for employers to categorize and classify occupations within the Canadian labour market. The purpose of NOC Codes is to ensure jobs are in alignment with standardized job classifications and to facilitate streamlined recruitment processes. These codes are essential for employers to accurately identify and organize logistics of particular job roles – if you are an employer seeking to hire a newcomer, it's important for all parties to know the designated NOC Code of the job being offered. To search NOC Codes and learn more, visit:
https://noc.esdc.gc.ca/

BEST PRACTICES FOR RETAINING NEWCOMER EMPLOYEES

Retaining newcomers in the workforce is a critical process that is distinct from, and goes beyond the initial hiring stage. For employers, ensuring the retention and overall long-term success of newcomers is not only a matter of good business practice that will contribute to community economic development, but also a reflection of a commitment to Equity, Diversity, and Inclusion (EDI). As outlined below, the retention of newcomer employees in the Quinte region is a systemic process that necessitates a holistic approach[16]:
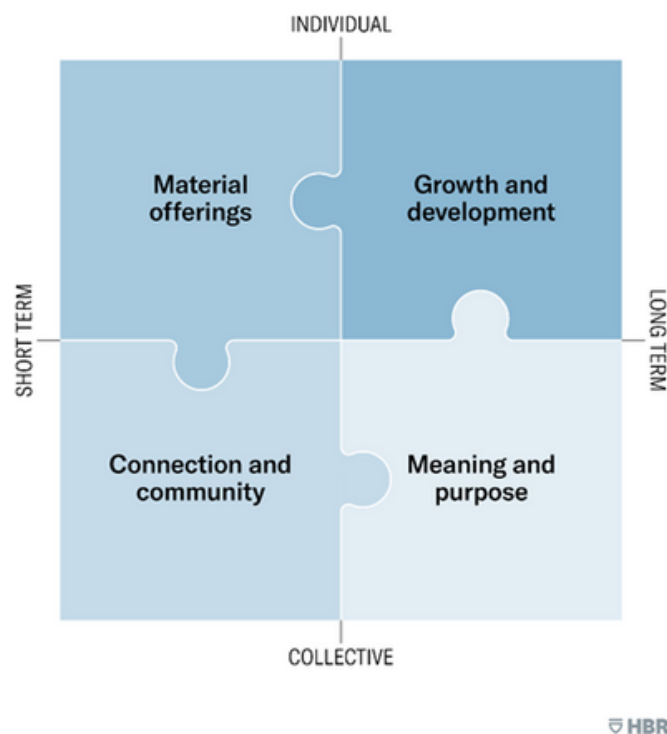
Figure 2: Harvard Business Review - Rethink Your Employee Value Proposition

Using the holistic approach outlined in Figure 2, it is essential to consider the challenges newcomer employees uniquely face within these four realms of retention strategy. Newcomer experiences are shaped by the social conditions of their workplace as well as their intersecting marginalized identities which impact how they experience these four areas of work. Retention strategy and EDI practice, together, are both necessary components of a holistic, systemic approach to drive long-term retention within your workplace. To increase your companies' value proposition and long-term retention of newcomers and all employees, determine which of these four areas you think could invest in to create the most benefit to support newcomers and other employees.

Retention Strategies

The retention strategies outlined below are practical ways you can implement a holistic retention plan that considers both employee and business needs through the four elements mentioned in Figure 2. For specific tools, modules, and training suggestions to implement strategies, refer to the EDI Resources on page 54 in this Toolkit. Retention strategies can include:

01. Cultural Competence

- **Cultural Sensitivity Training**: Offer training to staff across all levels of management, which considers the complex aspects of social identity to create a more comprehensive understanding of newcomer experiences and the best methods to support them.

- **Understanding Cross-cultural Communication:** Cultural difference and meanings are ascribed to different communication styles (non-verbal and verbal cues). This includes: methods of conflict resolution, different notions of work ethic, and ideas regarding how relationship-building and task-oriented work should go together. Cross-cultural norms are also defined by decision-making styles, high-context/low-context cultural communications (see EDI resources on page 54), as well as different cultural knowledge which impact the way one socializes at work.which impact the way one socializes at work.

- **Inclusive Celebrations**: Celebrate the cultural and identity-related events that are significant to the diverse backgrounds of your employees – this sends a powerful message that their unique identities matter and the organization values them beyond their professional contributions. Inviting guest speakers, having cultural food tastings or interactive activities about the holiday's history and traditions can ensure cross-cultural learning in the workplace is a priority.

- **·Mental Health Support:** Cultural safety is workplace safety. Identify the biggest psychosocial risk factors in your workplace and follow up with accommodations that align with the needs of those impacted the most.

- ·Challenging Systemic Discrimination/Inequity in the Workplace: A true commitment to Equity, Diversity, and Inclusion (EDI) works to restructure the very systems that uphold discriminatory practices that are opposing EDI implementation. Employers themselves have an active, direct, and ongoing role in the systemic operation of their workplace that can ensure the overall safety and comfort of all employees. Cultural competence and inclusive strategy can alleviate these barriers to best support the workplace.

02. Language Support

- Customized Language Support: Investigate ways to provide tailored language support based on the specific linguistic needs of different newcomer groups; this can particularly include the use of live Google Translate as a method of communication through the 'Transcribe' function.

- Cultural Competency in Communication: Ensure that communication materials are not only language-accessible, but offer a personable tone, and are culturally sensitive to newcomer employees who are engaging with you.

03. Inclusive Policies

- Flexible Work Arrangements: Create flexible policies that accommodate intersecting identity-related needs, such as religious observances, caregiving responsibilities, or disability/accessibility requirements. This can also include offering a remote/hybrid working model.

04. Training and Development

- Ongoing Training and Fostering Career Growth: Investigate options for access to training and career development opportunities, focusing on skill-building, networking, and career advancement. Allowing the workplace to be an active vehicle in the career development of newcomers' settlement process not only allows them to broaden their networks internally, but teaches them the vital steps to pursue leadership positions.

- ·Mentorship Programs: Establish formal mentorship programs that help newcomers set and achieve career goals. Mentorship programs can also be connected with networking opportunities.

- Promotion Opportunities: Communicate the pathways for career progression and the criteria for advancement within the organization in a way that considers the distinct challenges faced by marginalized groups.

- Recognition: Recognize and reward the unique contributions of newcomer employees, fostering a sense of belonging and value within your organization.

04. Feedback

- Regular Check-Ins: Schedule regular one-on-one meetings to assess progress, address concerns, and provide feedback.

- Feedback Channels/Surveys: Create confidential channels for employees to express concerns related to discrimination or cultural safety; gather feedback on workplace satisfaction, identify areas for improvement, and make necessary adjustments.

BASIC GUIDE TO PROVINCIAL & FEDERAL ECONOMIC IMMIGRATION PROGRAMS

Immigration, Refugees and Citizenship Canada (IRCC) is the federal government department responsible for overseeing the entry and integration of foreign nationals to Canada. Canadian provinces also have immigration programs that mirror or supplement Federal programs. Provided in this toolkit, is information on immigration programs through the Canadian government and the province of Ontario.

There are an extensive number of immigration programs that cover, temporary, family, economic and refugee entry into Canada. For the mort part, employers only need to be aware of what is called "economic" immigration focusing on workers, either temporary or permanent. Immigrants who are arriving to Canada through economic immigration are aiming to be employed in Canada to either work temporarily, or to apply for permanent residence to stay permanently in Canada.

Included at the end of this Toolkit, is: "**Appendix A: Basic Information on Provincial and Federal Immigration Applications for Workers". This information is a very basic guide to federal and provincial economic immigration programs. It is meant to either initiate or supplement your own research about programs that assist newcomers to work and/or live in Canada.**

Note: It is important to stress that all government programs are subject to change at any time. Always use the IRCC or OINP websites to learn more about these programs. Links to those websites have been provided in Appendix A so that you can find details on the programs you wish to learn about. To access the links to immigration programs provided in Appendix A, please go to the Quinte Local Immigration Partnership (QLIP) website at this link: https://www.quintelip.ca/wp-content/uploads/2023/12/Final-For-Toolkit-Appendix-A-Website.docx.pdf

RECOGNITION OF INTERNATIONAL CREDENTIALS

Data collected by 2023 QUIS focus groups with employers, organizations, and newcomers, identified credential recognition as one of the key barriers to employment and career advancement for newcomers. Employers across Canada have generally found recognition of international credentials a challenge when it come to filling labour gaps for in-demand fields. A 2018 study from the Business Development Bank of Canada revealed that 40% of small- and medium-sized businesses in Canada are struggling to find new employees, with rural and small urban centres facing the greatest costs of labour shortage [13]. Further, BDC found, that amongst small- and medium-sized employers surveyed, targeting immigrants and newcomers was not identified as a key strategy to meet their workforce needs.

As employers grapple with the impact of labour market shortages coupled with lack of knowledge of immigration processes, the urgency to address this challenge by looking to new sources for qualified hires becomes a larger priority. Given this, recognizing the credentials of internationally trained professionals is a crucial first step in hiring newcomers. Adequately filling labour market gaps within small municipalities and rural areas requires an understanding and acceptance of the value of newcomers skills in a Canadian context.

If a candidate needs credentials verified and assessed for immigration purposes, general services for Educational Credential Assessments (ECAs) are only available at the following designated organizations as outlined by the IRCC:

Canadian Information for International Credentials:
https://www.cicic.ca/928/find_out_if_your_occupation_is_regulated_or_not.canada

World Education Services:
https://www.wes.org/ca/eca/

International Credential Assessment Service of Canada:
https://www.icascanada.ca/home.aspx

UofT – Comparative Education Service (CES):
https://learn.utoronto.ca/comparative-education-service

International Qualifications Assessment Services (IQAS):
https://www.alberta.ca/iqas-immigration

International Credential Evaluation Service – British Columbia Institute of Technology:
http://www.bcit.ca/ices/eca/

Regulated and Non-Regulated Occupations

If your candidates chosen occupation is a [14]:

Type	Organization Responsible for Qualification Recognition	Where in Canada
Regulated occupation	Appropriate provincial/territorial regulatory body for that occupation or apprenticeship office	In the province or territory in which certification or licensing is required by law.
Non-regulated occupation	Employer (public or private organizations or business)	Anywhere in Canada where vacant position is posted.
	Professional association or apprenticeship office	In the province or territory in which voluntary certification or licensing is available but not required by law.

Different occupations require different organizations/associations for recognition. For regulated professions or trades that use a reserved title, a license to practice or a certificate of qualification must be obtained [14]. To learn more about licensing for particular professions through the Government of Ontario, visit:

https://www.ontario.ca/page/work-your-profession-or-trade

Tip: It is essential to stay informed about any updates and changes on qualification recognition processes for regulatory practice, as they may change over time. For the most up-to-date information, visit:
https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/documents/education-assessed.html

RECOMMENDATIONS: ACTIONABLE STEPS TO IMPLEMENT EDI IN YOUR WORKPLACE

Complete an EDI Assessment

An assessment of your company's EDI status or capacity can be conducted through surveys, interviews, or consultations within your organizations employees and the clients you serve. The purpose is to determine the gaps in your service and where/how EDI could be exercised. Examples of EDI assessment processes can be found in the EDI Resources section on page 54.

Your assessment may yield a number of indicators or results in which your might consider some or all of the following systemic approaches:

01. Invest in Inclusive Leadership and Management Training

To effectively embed Equity, Diversity, and Inclusion (EDI) into the workplace in practice, it is important to invest in comprehensive training programs for leadership and management teams. These training modules should go beyond basic diversity awareness and quota goals, and delve into the intricacies of inclusive leadership: look for training modules that are tailored to your industry, address inclusive communication strategies, cultural competence, and methods to create equitable opportunity.

- Following Catalyst's Inclusive Leadership Model: "Leading Inward, Leading Outward":
https://www.catalyst.org/wp-content/uploads/2020/03/Getting-Real-About-Inclusive-Leadership-Report-2020update.pdf

02. **Commitment to Hiring Diverse Talent for Leadership/Seniority Positions**

While promoting diversity alone does not ensure a culture of inclusion, investing in diverse leadership teams can bring EDI practices into a highly visible position in your company. This not only includes leadership demographics, but the work that they produce. This commitment involves formalizing hiring practices to advance diverse talent into executive, management and board roles, ensuring that the composition of leadership reflects not only the multivariate diversity present in the workforce or client base, but enables equitable opportunity.

03. **Multi-level Governance Across Educational Institutions, Service Provider Organizations, and Employers to Support Newcomer Integration into the Workforce**

Communication and coordination can be made among educational institutions, Service Provider Organizations (SPOs), and employers to support a seamless transition for newcomers interacting with these services. Participating in and encouraging collaborations and partnerships, particularly sector or field-based, to establish mentorship and support programs for newcomers can provide targeted assistance. This can ease the integration process for newcomers entering specific sectors or fields, especially if they are non-lucrative. A list of organizations that support EDI practices can be found on page 56 of this Toolkit, under "Bridging Connections in the Community".

04. **Improve Program Data Collection for Better Service Delivery**

To ensure a more accurate assessment of program progress, municipalities and organizations such as Chambers of Commerce and Economic Development Commissions, can identify areas for improvement and adapt their services to better meet the needs of newcomers in the region through EDI data collection. This approach fosters a culture of transparency and accountability regarding program outcomes, ultimately enhancing service delivery. For employers, organizations taking this initiative is a valuable resource in our community to receive or develop crucial labour market data in the region that may make significant contributions to the trajectory of your business. Annual reporting among organizations to measure and track EDI progress can further allow for communication and multilevel governance between important stakeholders in newcomer settlement in the Quinte region.

05. Establish Reliable, User-Friendly Discrimination Reporting Tool(s) to Ensure Cross-Cultural Safety

At this time, most service providers and employers in Quinte region do not have a formal discrimination reporting tool for newcomers to report discrimination. Employers can provide all employees with effective channels to report incidents and concerns related to discrimination, which will support significant retention and promote open communication, keeping employees safe. It is a way for newcomers to create a space for conflict-resolution through their advocacy and decision-making abilities. This could be as simple as changing your current complaint mechanisms to ensure they incorporate issues of discrimination.

Institutional tools

Type	Tools
Federal	50-30 Challenge (Government of Canada): https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage How to create an EDI plan (Government of Canada): https://ced.canada.ca/en/tools-and-resources/how-to-create-an-equity-diversity-andinclusion-edi-plan/
Provincial	eLearning Modules (OHRC): https://www.ohrc.on.ca/en/learning/learning
Local	Workplace Inclusion Charter (City of Belleville): https://www.belleville.ca/en/home-andproperty/workplaceinclusion- charter.aspx
Loyalist College	EDI in the Workplace course: https://www.loyalistbanner.com/PROD/cewkcrss.P_CrseDetails?subj_code=BUSI&crse_numb=9019&sess_code=T

BRIDGING CONNECTIONS IN THE COMMUNITY

If you are an employer looking to build partnerships or be more involved in implementing EDI practices, you can reach out to various local and regional service providers/non-governmental organizations, educational services, and municipalities. This will enhance your services and/or create greater accessibility to training, programs, and career opportunities.

Municipalities

City of Belleville
https://www.belleville.ca/en/index.aspx
(613) 968-6481
communications@belleville.ca

Corporation of the County of Prince Edward
https://www.thecounty.ca/
(613) 476-2148 x 1023
info@pecounty.on.ca

City of Quinte West
https://quintewest.ca/
(613) 392-2841
info@quintewest.ca

Greater Napanee
https://www.greaternapanee.com/en/index.aspx
(343) 302-5881
bzatterberg@greaternapanee.com

Local and Regional Settlement Support Services

Quinte Immigration Services
https://www.quinteimmigration.ca/
(613) 968-7723
info@quinteimmigration.ca

Quinte STEP Program
https://quintestep.ca/
(613) 968-7723
step@quinteimmigration.ca

Ontario Council of Agencies Serving Immigrants
https://ocasi.org/
(416) 322-4950 (Toronto)
generalmail@ocasi.org

Loyola School of Adult and Continuing Education ESL/LINC
https://learningatloyola.ca/
(613) 966-9210 (Belleville)
loyola@alcdsb.on.ca

Loyalist International Centre
https://loyalistcollege.com/international/current-international-students/international-centre-services/
(613) 969-1913, ext. 2670
international@loyalistcollege.com

Settlement.org
https://settlement.org/
techadmin@ocasi.org

Bay of Quinte Immigration Portal
https://immigration.bayofquinte.ca/
(613) 968-7723

Loyalist International Centre
https://loyalistcollege.com/international/current-international-students/international-centre-services/
(613) 969-1913, ext. 2670
international@loyalistcollege.com

Employer Services for Working with Newcomers

Ontario East Economic Development
Kingston (and Regional) Ontario
https://ontarioeast.ca/
(613) 634-8569 (Kingston)
info@ontarioeast.ca

Quinte Economic Development Commission
Belleville, Quinte West, Picton
https://quintedevelopment.com/about/
(613) 961-7990
1 (866) 961-7990

Career Edge
Quinte West, Belleville, Picton
https://www.careeredge.ca/
(416) 977-3343
info@careeredge.ca

Community Employment Services
Belleville, Ontario
https://loyalistces.ca/
(613) 966-0205 (Belleville)
cesbelleville@loyalistcollege.com

Loyalist College Career Centre
Belleville, Ontario
https://loyalistcollege.com/current-students/equitable-learning/the-career-centre/
(613) 969-1913, ext. 2449
careers@loyalistcollege.com

META Vocational services
Belleville, Ontario
613-966-9069
https://metaservices.ca/

Toronto Regional Immigrant Employment Council (TRIEC)
https://triec.ca/
(416)-944-1946
inquiries@triec.ca

Hire Immigrants
https://hireimmigrants.ca/

Belleville Chamber of Commerce
Belleville, Ontario
https://bellevillechamber.ca/
(613) 962-4597 ext. 4
info@bellevillechamber.ca

Quinte West Chamber of Commerce
Quinte West, Ontario
https://quintewestchamber.ca/
(613) 392-7635
info@quintewestchamber.ca

Prince Edward County Chamber of Commerce
Picton, Ontario
https://www.pecchamber.com/
(613) 476-2421
contactus@pecchamber.com

Work in Quinte
Belleville, Ontario
https://www.workinquinte.ca/
(613) 968-6481
info@workinquinte.ca

Bay of Quinte Tourism and Marketing Board
Belleville, Quinte West, Picton
(613) 968-4427
info@bayofquinte.ca
https://bayofquinte.ca/

Occupational Health Clinics for Ontario Workers
Kingston (and Regional), Ontario
https://www.ohcow.on.ca/
1-877-817-0336 (toll free)
ask@ohcow.on.ca

Centre for Workforce Development
Belleville, Ontario
https://www.cfwd.ca/

EDI RESOURCES

Whether a hiring manager or employee, the following resources can be used to help effectively retain, hire, lead, and manage a culturally diverse team through EDI implementation.

01. Cultural Competence and Inclusive Strategy

- TRIEC Learning for an Inclusive Workplace – Courses and Modules: https://trieclearning.ca/

- Canadian Centre for Equity, Diversity and Inclusion (CCDI) - Guides and Toolkits: https://www.ccdi.ca/resources/

- Learning with Catalyst – Interactive Inclusion Tools and Courses: https://www.catalyst.org/learning-with-catalyst/

- PBS Cross-cultural Communication Challenges and Guidelines for Collaboration (Article): https://www.pbs.org/ampu/crosscult.html

- Forms of Communication in High-Context vs. Low-Context Cultures (Article): https://www.techtello.com/high-context-culture-vs-low-context-culture/

- What Inclusive Leaders Sound Like (Harvard Business Review): https://hbr.org/2020/11/what-inclusive-leaders-sounds-like

- CCOHS Mental Health Fact Sheets: https://www.ccohs.ca/oshanswers/psychosocial/mh/

- Multicultural Mental Health Resource Centre (MMHRC): https://multiculturalmentalhealth.ca/

- YouthHab: www.youthab.ca

- Responding to Social Issues: the 'When' and the 'How' of Workplace Responses (CCDI): https://ccdi.ca/media/3614/toolkit-responding-to-social-issues-en.pdf

02. Language Supports

- Loyola School of Adult and Continuing Education: ESL/LINC:
  https://learningatloyola.ca/

- Loyalist Conversational English Course:
  https://www.loyalistbanner.com/PROD/cewkcrss.P_CrseDetails?subj_code=LANG&crse_numb=9003&sess_code=Y

- Central Eastern Ontario Translation and Interpretation Service:
  https://www.ceotis.ca/

- Google Translate (Transcribe feature step-by-step):
  https://blog.google/products/translate/transcribe-speech/

03. Inclusive Policies

- Flexible Work Arrangements (CCOHS):
  https://www.ccohs.ca/oshanswers/psychosocial/flexible.html

04. Skills Training and Development

- Government of Canada Skills for Success – Assessment and Training Tools:
  https://www.canada.ca/en/services/jobs/training/initiatives/skills-success/tools.html

- Career Advancement for Immigrant Professional (CAIP) Program:
  https://triec.ca/career-advancement/

- TRIEC Mentoring Partnership: https://www.mentoringpartnership.ca/

05. Feedback Templates

- Employee Engagement Playbook: A manager's essential guide to holding regular check-ins (muchskills):
  https://www.muchskills.com/playbooks/check-ins

MOVING FORWARD

The bottom line?

Rather than a repository of information, this toolkit serves as a call to action. By equipping employers with practical recommendations, from unbiased hiring processes to cultural sensitivity training, QUIS seeks to empower employers by providing them with the stepping stones needed to become pioneers of change. Employers utilizing this toolkit are not only embracing EDI as principles but actively contributing to the economic growth and vibrancy of the Quinte Region, forging a path toward workplaces that are inclusive, dynamic, and reflective of the rich tapestry of the Quinte community.

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Appendix A: Basic Information on Provincial and Federal Immigration Applications for Workers

Link to chart online: https://www.quintelip.ca/wp-content/uploads/2023/12/Final-For-Toolkit-Appendix-A-Website.docx.pdf

Government Level	Immigration Program	Purpose and Description	Immigrant Categories Served	Basic Eligibility Criteria	Key Information for Employers	More Information:
Federal (Operated by Government of Canada and available nationally)	Express Entry	Express Entry is an online points-based system administered by the Government of Canada (Federal) to manage applications for permanent residence from skilled workers in Canada and around the world.				https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry.html
		Candidates must submit their profile online into the Express Entry system and they will be ranked in the Express Entry pool using the Comprehensive Ranking System (CRS). The CRS is a points-based system used to assess and score the candidates profile and rank it in the Express Entry pool. Invitations are done in rounds frequently throughout the year. Candidates will be invited to apply for permanent residence if they score above the minimum points score during a round of invitations.				
	There are 3 program streams in Express Entry offered to skilled workers:					

	Federal Skilled Worker (FSW)	Permanent residence application for skilled workers who have work experience.	Temporary foreign workers and foreign nationals outside of Canada	• eligible profile in Express Entry system
				• skilled work experience (in or outside of Canada)
				• language ability
				• education (in or outside of Canada)
				• pass an assessment of specific selection factors (these are NOT related to the Express Entry CRS score)
				• proof of funds if no work permit in Canada
					• If applicable, provide candidate with written job offer on company letterhead indicating:
					  ○ the job title
					  ○ full or part time status
					  ○ length of time of position (for candidate to qualify must be at least one year)
					  ○ NOC Code of the position they have held/hold
					• May be asked by candidate to provide letters indicating proof of work experience
						https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/federal-skilled-workers.html

	Federal Skilled Trades Program (FSTP)	Permanent residence application for skilled workers who are qualified in a skilled trade.	Temporary foreign workers and foreign nationals outside of Canada	• eligible profile in Express Entry system
				• job offer or certificate of qualification in skilled trade
				• language ability
				• skilled trades work experience (in or outside of Canada)
				• proof of funds if no work permit in Canada
					• If applicable, provide candidate with written job offer on company letterhead indicating:
					  ○ the job title
					  ○ full or part time status
					  ○ length of time of position (for candidate to qualify must be at least one year)
					  ○ NOC Code of the position they have held/hold
					• May be asked by candidate to provide letters indicating proof of work experience
						https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/skilled-trades.html

	Canadian Experience Class (CEC)	Permanent residence application for skilled workers who have Canadian work experience.	Temporary foreign workers and foreign nationals outside of Canada, who have Canadian work experience	• eligible profile in Express Entry system • Canadian skilled work experience (at least one year of full- time work) • language ability	• May be asked by candidate to provide letters indicating proof of work experience (Candidates do not require a job offer but must prove employment experience in Canada)	https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/canadian-experience-class.html

Appendix A: Basic Information on Provincial and Federal Immigration Applications for Workers

Government Level	Immigration Program	Purpose and Description	Immigrant Categories Served	Basic Eligibility Criteria	Key Information for Employers	More Information
Federal (Operated by Government of Canada and available nationally)	**Stand Alone Immigration Programs (not through Express Entry)**					

	Agri-food Pilot	Addresses labour needs of the Canadian agri-food sector. Provides a pathway to permanent residence for experienced, non-seasonal workers in specific farming/agricultural/food production based industries.	Temporary foreign workers and foreign nationals outside of Canada	• have eligible work experience in eligible industry/occupation
				• have an eligible job offer
				• meet language requirements
				• meet educational requirements
				• have temporary resident status (if already in Canada)
				• have proof of funds if no work permit in Canada
					• Employer to fill out the following form from the "Offer of Employment to a Foreign National" form from the IRCC website
					• If applicable, provide candidate with written job offer on company letterhead indicating:
					  o Full- time, permanent non-seasonal job offer for position in an eligible occupation in eligible industry.
					  o For unionized positions, wage must be determined by the applicable collective agreement
					  o For non-unionized positions, wage must meet the Job Bank's prevailing (median) wage for the occupation listed in the province of employment.
						https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/agri-food-pilot/about.html

	Economic Mobility Pathways Project (EMPP)	• Combines refugee resettlement and economic immigration
		• Permanent residence pathway assisting skilled refugees immigrate to Canada through existing programs.
		• Gives employers access to a new pool of qualified candidates for job openings.
			Refugees or displaced persons	• Candidate must be a refugee or displaced person with proof of status
				• Two ways to apply: Candidate must meet eligibility criteria of one of the following two options:
				  1) Through Federal EMPP (based on work experience, education, language skills) Two streams offered: job offer stream or no job offer stream
				  2) Through an economic immigration program (Provincial Nominee Program, Atlantic Immigration Pilot, Rural and Northern Immigration Pilot) in which candidate meets criteria of chosen program.
					• If the candidate is applying through employer option:
					  1) EMPP directly to the federal government: the employer must fill out and sign off on the following form: Offer of Employment to a Foreign National [IMM 0197] – Federal EMPP (PDF, 1.49 MB)
					  2) An economic immigration program (AIP, RNIP, PNP): the employer must provide documentation that is related to needs from employers via one of the economic programs
						https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/economic-mobility-pathways-pilot.html

	Rural and Northern Immigration Pilot (RNIP): Permanent residence pathway for skilled foreign workers who want to work and live in one of the participating communities. Not available in Quinte region.					https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot.html
	Atlantic Immigration Program (AIP): Permanent residence pathway for skilled foreign workers and international graduates who want to work and live in 1 of Canada's 4 Atlantic provinces. Not available in Ontario.					https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/atlantic-immigration.html

Appendix A: Basic Information on Provincial and Federal Immigration Applications for Workers

Government Level	Immigration Program	Purpose and Description	Immigrant Categories Served	Basic Eligibility Criteria	Key Information for Employers	More Information
Federal (Operated by Government of Canada and available nationally)	**Permits for Temporary Residence and Temporary Foreign Worker Programs**					
	Study Permit	Document issued by IRCC allowing foreign nationals to study temporarily at Canadian institutions. Most foreign nationals need a study permit to study in Canada.	Foreign nationals inside/outside of Canada, refugee claimants, family members of students, workers, PRs or Citizens	• be enrolled at a DLI • have proof of funds to pay for tuition fees and living expenses • have return transportation funds • get a medical exam (if required) • prove to an officer that they will leave Canada when study permit expires • candidates should apply before traveling to Canada.	• If employing an international student, employers should: • View/check the candidate's study permit to ensure they are allowed to work in Canada and the hours they are allowed to work • If the student has applied for an extension to study permit, check requirements for "Maintained status" in Canada	Study Permit: https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada.html Work in Canada as a Student: https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/work/work-off-campus.html
	Work Permit	Document issued by IRCC that allows foreign nationals to work temporarily in Canada. Most foreign nationals need a work permit to work in Canada.	Foreign nationals inside/outside of Canada, refugee claimants, family members of students or workers	Two types of work permits: 1) Employer Specific work permit – usually requires an LMIA and allows candidates to work according to the conditions on work permit, which include: • name of the employer • length of work • location 2) Open work permit (does not require LMIA) • allows candidate to work for almost any employer in Canada • open work permits can only be obtained in specific situations. IRCC offers a "Find out if you need a work permit" questionnaire on their website that candidates can use to assess their eligibility.	1) For workers to obtain an "employer specific" work permit, employers generally must apply for a Labour Market Impact Assessment (LMIA) from ESDC. If a positive LMIA is received, the employer will provide results to the candidate (worker) to apply for the work permit. See page 35 of this Toolkit for information on the LMIA rules and processes. 2) For an open work permit, there are no requirements for employers, but employers who have hired a person with an open work permit, should check the work permit to ensure candidates working conditions meet the position offered. For both types, if the worker has applied for an extension to their work permit, check requirements for "Maintained status" in Canada	Work Permit: https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/permit.html Maintained Status https://ircc.canada.ca/english/help/centre/answer.asp?qnum=1888&top=17
	Post-Graduate work permit (PGWP):	Open work permit document issued by IRCC. Allows international students who have graduated from eligible post-secondary Canadian institutions to work in Canada for up to three years.	International student graduates that meet requirements	• candidates must apply up to 180 days after graduation AND must have: • completed a study program at a designated learning institution in Canada • maintained full-time status as a student in Canada during each semester of study • have a study permit that has been valid within the last 180 days OR submitted an application to extend a study permit or extend a visitor record in Canada before the previous study permit expired	• International graduates must receive a letter or official transcript from their learning institution before they can apply for PGWP. They may have to wait several weeks after their graduation to make a PGWP application. They can start working immediately as soon as they SEND the application to IRCC. • PGWPs are only valid for up to 3 years • PGWPs cannot be extended past the end date that on the PGWP document. Candidates can apply for a closed work permit to extend their work (usually requiring an LMIA)	https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/work/after-graduation/about.html
	Seasonal Agricultural Program SAWP:	Employer specific work permit for seasonal workers. Allows employers to hire temporary foreign workers on a seasonal basis when Canadians and permanent residents are not available.	Foreign nationals outside of Canada from specific Caribbean countries and Mexico	• employers can hire TFWs for a maximum period of 8 months, between January 1 and December 15. • employers must meet 3 criteria: 1) TFWs hired must be citizens from Mexico or participating Caribbean countries 2) production must be in specific commodity sectors 3) the activity must be related to on farm primary agriculture	• Employers will generally need to go through the LMIA process for this temporary immigration program.) • Once a positive LMIA is obtained, the worker candidate will need a copy of the LMIA to apply for the work permit. This is often done through agencies supporting the worker in their home country.	SAWP https://www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/permit/temporary.html Hire a SAWP worker: https://www.canada.ca/en/employment-social-development/services/foreign-workers/agricultural/seasonal-agricultural.html

Appendix A: Basic Information on Provincial and Federal Immigration Applications for Workers

Government Level	Immigration Program	Purpose and Description	Immigrant Categories Served	Basic Eligibility Criteria	Key Information for Employers	More Information
Provincial (Operated by Government of Ontario and available only in Ontario)	Ontario Immigrant Nominee Program (OINP)	The OINP is the provincial government program that offers pathways to newcomers to gain permanent residence in Canada. There are two intake systems to manage applications for newcomer candidates. They are the 1) Expression of Interest system (provincial management) or 2) the Express Entry system (federal management). Candidates must register and apply through one of those two systems to access one of the 9 streams of immigration.				
	Expression of Interest Job Offer Streams: candidates must register an expression of interest online, have a valid job offer, and receive an invitation to apply from the government of Ontario					
	Employer Job Offer: Foreign Worker stream	Employers provide a job offer to a candidate in a skilled occupation meeting certain criteria of the National Occupational Classification (NOC).	Temporary foreign workers and foreign nationals outside of Canada	• applicant must demonstrate they have work experience in the same occupation as the job offer or are sufficiently licensed/ authorized to do the work • applicants must have a profile in the OINP e-Filing Portal, have registered an expression of interest for the Employer Job Offer stream of choice and have received an invitation to apply	• Employer's must complete an Employer Form to get the job position approved and provide it to the prospective employee (applicant). Applicant will then submit it with their online application online within 14 calendar days of receiving an invitation to apply. • Employer's business must: 　○ have been in active business for at least three years prior to application 　○ have business located in Ontario where the applicant will work 　○ have no outstanding orders made against business under the Ontario Employment Standards Act, 2000 or the Occupational Health and Safety Act 　○ meet relevant revenue requirements	Guide for Employers: https://www.ontario.ca/page/oinp-employer-job-offer-streams-employer-guide OINP Programs: https://www.ontario.ca/page/onta rio-immigrant-nominee-program-oinp
	Employer Job Offer: International Student stream	Employers provide a job offer to a international graduate candidate in a skilled occupation meeting certain criteria of the National Occupational Classification (NOC).	Temporary foreign workers and foreign nationals outside of Canada	• applicant must have a degree, diploma or certificate from an eligible Canadian institution that has been completed within two years of submitting their application	• Employer's must complete an Employer Form to get the job position approved and provide it to the prospective employee (applicant). Applicant will then submit it with their online application online within 14 calendar days of receiving an invitation to apply. • Employer's business must: 　○ have been in active business for at least three years prior to application 　○ have business located in Ontario where the applicant will work 　○ have no outstanding orders made against business under the Ontario Employment Standards Act, 2000 or the Occupational Health and Safety Act 　○ meet relevant revenue requirements	Guide for Employers: https://www.ontario.ca/page/oinp-employer-job-offer-streams-employer-guide OINP Programs: https://www.ontario.ca/page/onta rio-immigrant-nominee-program-oinp
	Employer Job Offer: In-Demand Skills stream	Employers provide a job offer for an in-demand occupation meeting certain criteria of the National Occupational Classification (NOC).	Temporary foreign workers and foreign nationals outside of Canada	• applicant must have work experience in Ontario in the same occupation as the job offer and have the equivalent of a Canadian high school diploma and language skills in English and/or French.		
	Expression of Interest Masters or PhD degree streams: There is no job offer or interaction with employers required. Candidates must have graduated from an Ontario university, with a Master's Degree or PHD and can apply through this stream for permanent residence.					
	Ontario's Express Entry Streams: There is no job offer required for these streams, but they are operated through the federal government's Express Entry System. Candidates must have an IRCC Express Entry profile. If chosen by the government of Ontario, candidates will receive a notification of interest from Ontario directly through their Express Entry profile. The streams are Human Capital Priorities, Skilled Trades and French-Speaking Skilled Worker.					

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