

Recruiting, Hiring and Integrating Immigrants

A practical **GUIDE** for **EMPLOYERS** of the **Haut-Saint-Jean** region



PLI LIP
Partenariat local en immigration - Local Immigration Partnership
Haut-Saint-Jean

Communauté Francophone

Accueillante
Haut-Saint-Jean



Centre de ressources
pour nouveaux arrivants
au Nord-Ouest inc.



TABLE of CONTENTS



step 1

Defining the position

p.2



step 2

Selecting the immigrant category and the immigration program

p.5



step 3

Recruiting from the most promising networks

p.9



step 4

Selecting the candidates with the highest potential

p.12



step 5

Hiring an immigrant

p.15



step 6

Creating a welcoming and inclusive workplace

p.18



step 7

Securing retention of immigrant employees

p.21



Who does **what** for **employers** ?

p.24

INTRODUCTION

In the 2016 Census, Northwestern New Brunswick featured an older population (average age of 44.7 years) than that of both the province (43.6 years) and Canada (41.0 years). Population aging is the main factor behind the labour force decline of 2,100 people (-5.1%) between 2007 and 2017. This trend appears to persist in the initial data revealed by the 2021 Census and will continue to grow in future years.

The slight increase in population in recent years in the Haut-Saint-Jean (HSJ) region, which includes Edmundston, the Community of Haut-Madawaska and the Maliseet First Nation, is not enough to fill vacant positions and encourage the creation of new jobs. The HSJ's unemployment rate is often one of the lowest in the province as well as in the Atlantic region. As of March 2022, the HSJ region still had a lower unemployment rate than the rest of the province.

Several jobs are vacant, which is attracting a growing number of immigrants. From 2015 to 2021, the number of permanent residents who declared Edmundston as their intended destination tripled. As of 2016, the Edmundston census agglomeration (CA) had 880 immigrants, representing 4% of its population. Of these, 23% had arrived between 2011 and 2016. Since 2018, the Community of Haut-Madawaska has welcomed around 70 immigrants per year. Admissions of permanent residents who have declared Clair as their destination have varied between 15 and 25 people per year between 2019 and 2021. Since 2016, Madawaska Maliseet First Nation has welcomed 155 new residents, a 72.5% increase in five years. In addition, over the past few years, the Édupôle (consisting of the Edmundston campus of CCNB and UMCE) has welcomed approximately 120 international students per year.

Matching the workers' profiles sought by employers with their skills and experience is a retention challenge for newly settled immigrants in the region. Many are underemployed, which leads them to seek opportunities elsewhere in the country.

The Communauté francophone accueillante (CFA) of the HSJ has developed this toolkit to help local employers meet their workforce needs and provide a welcoming work environment that promotes integration and retention of immigrants.

This kit includes seven fact sheets designed to guide local employers and their human resource managers through the entire process, from recruitment to retention. Each sheet outlines a specific step in the process, including the necessary information, a tip, templates and a checklist.



step 1
Defining the position



step 2
Selecting the immigrant category and the immigration programme



step 3
Recruiting from the most promising networks



step 4
Selecting the candidates with the highest potential



step 5
Hiring an immigrant



step 6
Creating a welcoming and inclusive workplace



step 7
Securing retention of immigrant employees





Many local employers do not have occupational profiles, or if they do, they are not always adequate for hiring immigrants.

A **good occupational profile** provides an opportunity to attract **the right international candidates** and makes it easier to **link with immigration programs** later on.

FIND THE PROPER TITLE

You may want to consider the following questions:

Does this job have different titles in Canada and around the world? For example, the term “**journalier**” does not exist in most French-speaking countries, the term “**manceuvre**” is used instead.

To learn about the different names that apply to your positions, ask immigrants or do some research on the industry in which you operate.

FIND THE NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) AND SKILL LEVEL

In Canada, all professions are classified according to a national system, the National Occupational Classification (NOC): www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/find-national-occupation-code.html.

This database lists all occupational activities in order to collect, analyze and publish data on the labour market.

The NOC has 5 skill levels:

- O** - Management with skill level A
- A** - Normally requires a university education
- B** - Normally requires college or apprenticeship training
- C** - Normally requires high school or occupation-specific training
- D** - On-the-job training is provided by the employer

ATTENTION!



In Canada, 20% of all professions and trades are regulated to protect the health and safety of Canadians.

To learn more about regulated occupations, visit “Vivre en Acadie” vivreenacadie.ca/immigrer/professions-reglementees.

ATTENTION!



Does your workplace have a union?

Please refer to the collective labour agreement to find out about hiring new external personnel and the conditions that apply.

Please note that most work permits granted to foreign nationals can be for a fixed period of time; however, they have to be for full-time work (i.e., a minimum of 30 hours per week).



TIP +

Visit the **Occupational Profiles** section of NBJobs.ca
www.nbjobs.ca/occupations
for information on the NOC and the industry in your area.

Here you will find useful information for your job description.

DESCRIBING THE POSITION

An effective job description contains:

- **Primary duties**
- Education/training and certification **requirements** (don't forget to specify if a driver's license is required)
- Required **experience**
- Required **skills** (language and computer skills) and **qualities** (leadership, autonomy, teamwork...)
- The work **conditions** (starting date, salary, benefits...)

NOTES

CHECKLIST № 1

I HAVE...

- ☐ Identified the different names for my position
- ☐ Found the NOC and skill level of the position
- ☐ Obtained information about the job profile for my region on JobsNB.ca
- ☐ Defined my position based on an international market
- ☐ Consulted the collective labour agreement (if your workplace has a union)



TEMPLATE # 1 JOB DESCRIPTION

JOB OFFER

JOB TITLE (NOC AND SKILL LEVEL)

Main Duties

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Education - Minimum Training Requirements

- ☐ _____
- ☐ _____

Required Certification and Licences

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Required Minimum Experience

- ☐ _____
- ☐ _____

Required Skills and Qualifications

Language Skills

- ☐ French (minimum level required)
- ☐ English (minimum level required)
- ☐ Other language(s)

Expected Qualities

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Working conditions

Type of Contract: _____
(Full-time or Part-time, Fixed-term or Indefinite)

Location: _____ Start date: _____

Salary: _____ Benefits: _____

step 2 -

SELECTING THE IMMIGRANT CATEGORY AND THE IMMIGRATION PROGRAM



Now that your position is well defined, you can choose the worker **category** and immigration **program** that best suits the position.

When it comes to hiring immigrants, there are **two options** available to you. Option 1 may be the quickest, however, depending on the workforce needs in your sector, Option 2 may be necessary.

OPTION 1

Hiring Newcomers Who Are Already in Canada

Just as with your local employees, regardless of NOC or skill level, it is possible to hire people with the following immigration status:

People with **permanent status** can be hired in the same way as your other local employees. They can be either Canadian citizens or permanent residents:

People with **temporary status** can also be employed. However, you must consider the conditions of their work or study permit.

Some may have restrictions on the employer, the sector of activity, or the maximum number of hours of work or have an expiry date.

Note that a temporary status can eventually be converted into a permanent status under certain conditions. Temporary residents have a temporary work permit or a study permit (which is the case for international students).

OPTION 2

Hiring Immigrants from Abroad

Should you not be able to find a candidate in Canada to fill your position, you may be able to recruit and hire a person from another country. There are several immigration programs available for that purpose. They vary according to the type of position and the profile sought.





THE FOLLOWING IS A LIST OF THE MOST RELEVANT **IMMIGRATION PROGRAMS** FOR EMPLOYERS IN THE REGION:

THE INTERNATIONAL MOBILITY PROGRAM (IMP) (MOBILITÉ FRANCOPHONE)

This program provides access to a temporary worker who speaks French and does not require a labour market impact assessment (LMIA) (C16 LMIA exemption).

The criteria for this program are as follows:

- Skill level O, A, or B position only.
- Candidates must demonstrate proficiency in French (CLB 7 or higher).
- The granted work permit is a temporary work permit of limited duration that cannot exceed 4 years and is often associated with the employer who applies for it.
- The fee for processing the application is approximately \$230 for the employer. This fee does not include any other expenses incurred by the employee in connection with the application.
- Processing time ranges from 6 to 40 weeks, depending on the applicant's country of residence.

This program is a federal government immigration program, for more information, please refer to the Immigration, Refugees and Citizenship Canada (IRCC) Employer Portal www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/employer-portal.html

TEMPORARY FOREIGN WORKER PROGRAM (TFW)

This program is designed to recruit TFWs. The employer and the job offer must meet certain criteria and it should be proven that no other Canadian worker is available to fill the position. To demonstrate this, the position must be advertised in the channels identified in Step III for a period of time.

The criteria for this program are as follows:

- A favourable Labor Market Impact Assessment (LMIA) for the targeted position.
- The LMIA application processing fee is approximately \$1,000 for each position to be paid by the employer. This fee does not include any other expenses incurred by the applicant in connection with the application.
- The granted work permit is a temporary work permit of limited duration that cannot exceed 4 years and is associated with the employer who obtained the LMIA.
- The processing time for an LMIA application ranges from 13 to 38 working days depending on the type of position.
- The processing time for the temporary work permit for the worker varies between 6 and 40 weeks after obtaining the LMIA depending on the applicant's country of residence.

Employment and Social Development Canada (ESDC) is responsible for the Labour Market Impact Assessment (LMIA) process:

www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/find-need-labour-market-impact-assessment.html

This program is a federal government immigration program. Once the employer receives the results of the Labour Market Impact Assessment (LMIA), the worker must apply for a temporary work permit with Immigration, Refugees and Citizenship Canada (IRCC):

www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/permit/temporary/apply.html



ATLANTIC IMMIGRATION PROGRAM (AIP)

The Atlantic Immigration Program (AIP) provides assistance in hiring qualified candidates for positions that you have not been able to fill in your region.

These candidates may be living abroad or temporarily based in Canada.

Employers facing shortages in the following sectors must first be “nominated” in order for their positions to be approved by the Government of New Brunswick. Being “nominated” means having the opportunity to support a foreign worker through the Atlantic Immigration Program.

Eligible employment sectors include:

Health Care • Business Service Centres • Information Technology
Full Service Hospitality • Skilled Trades • Forestry • Education
Public Services

Once the employer’s offers are approved, foreign applicants identified by the employer can apply for permanent residence directly to Immigration, Refugees and Citizenship Canada (IRCC). The applicant may also be granted a temporary work permit pending permanent residence. In order to obtain the nomination, the employer must submit a Statement of Interest (SOI) to the Government of New Brunswick:
www.welcomenb.ca/content/wel-bien/en.html

ATTENTION!



Employers who were nominated under the former Atlantic Immigration Pilot Program (AIPP) prior to December 31, 2021, must apply for a new nomination.

CHECKLIST No 2

I HAVE...

- ☐ Identified the immigration program that meets my needs and for which the position is eligible
- ☐ Accessed the immigration program’s web page and downloaded the guides/ application kits for employers
- ☐ Read the application guides/ kits for employers

ATTENTION!



Some employers need to obtain a Labour Market Impact Assessment (LMIA) before they can hire a temporary foreign worker.

Before you begin the hiring process, you must determine if you need to obtain an LMIA. The LMIA confirms that the temporary foreign worker fills a need and that no Canadians or permanent residents are available to fill the position.

THE NEW BRUNSWICK PROVINCIAL NOMINEE PROGRAM (NB PNP)

Local employers can prepare a job offer and support the application of an international candidate (or a person with temporary status) who is seeking permanent residence through the Provincial Nominee Program.

This is an immigration program of the Government of New Brunswick:
www.bienvenueb.ca/content/wel-bien/en/information_employers.html

The process is initiated by the applicant and the employer can support the application by completing a form. Once the provincial nomination certificate is issued to the worker, the latter can file an application for permanent residence with IRCC.

The IRCC process following provincial nomination can take up to 6 months.



TIP +

Immigration programs are subject to change without notice, so make sure you have the most recent information and forms at the time of application.



TEMPLATE # 2

WORKER CATEGORY AND APPROPRIATE IMMIGRATION PROGRAM

THE BEST **OPTION** FOR MY NEEDS IS:

- ☐ I wish to hire a candidate who is already in Canada with permanent status, who already has citizenship or permanent residence.
- ☐ I wish to hire a candidate who is already in Canada with permanent status, who already has a temporary work permit or a study permit.
- ☐ I wish to hire a candidate who is currently outside of Canada.

THE IMMIGRATION **PROGRAM(S)** THAT APPLY(IES) TO ME IS (ARE):

- ☐ International Mobility Program (IMP) (Mobilité francophone)
- ☐ Temporary Foreign Worker Program (TFW)
- ☐ Atlantic Immigration Pilot Program (AIPP)
- ☐ New Brunswick Provincial Nominee Program
- ☐ None of these programs apply because the nominees already have permanent status in Canada

WHAT ARE THE **PROS** AND **CONS** OF THE SELECTED IMMIGRATION PROGRAM(S)? :

Program: _____

Pros: _____

Cons: _____

Program: _____

Pros: _____

Cons: _____

Which program is most likely to meet my short-term labour needs?

Which program is most likely to meet my longer-term labour needs?



Traditionally, posting a job in the local media was enough to get applications. In the current market, where resources are becoming scarcer, you have to be more **strategic**. Immigrants in the region don't necessarily get their information through the channels we are used to. Employers who want to reach out to immigrant candidates need to change their approach if they want to recruit candidates that fit the needs of the position and the immigration programs. Here are a few ways to reach the **right candidates**.

LOCAL HIRING

Post the job

Post your job offers on Job Bank www.jobbank.gc.ca/home. This is the most frequently accessed job search site for the local immigrant population. Locally, you can post your job offers on the NB Job Matching option on the Working NB website workingnb.ca as well as in Accès Emploi Édupôle directory edupole.ca/fr/acces-emploi/. The Indeed website ca.indeed.com can also help you recruit immigrants from other Canadian regions.

Ask for help from current employees with an immigrant background

If you already have employees with an immigrant background, ask them to share your job openings in their networks. Word of mouth can be very helpful.

Connect with immigrant service providers

The Northwest Resource Centre for Newcomers serves the majority of new immigrants who settle in the region. They may know people

looking for work who are already in the region or even on their way here. The Hive Edmundston, CODAC NB and the Communauté francophone accueillante (CFA) also provide services to immigrants. Ask them to share your job offers in their networks and participate in their activities to expand your networks in the local immigrant community.

Join local immigrant groups

There are several informal immigrant groups in the community. A new African Family Association has just been formed. Several ethno-cultural groups are using networks like Facebook, WhatsApp, and Immigration Forums to keep informed. You can join these groups or ask members to post your job offers.

Use the experts

Local human resource firms can help you recruit the talent you need. Check with your local CPHR Association chapter <https://cphrnb.ca/about-us/our-team/> to find out who offers this service in your area.

INTERNATIONAL RECRUITMENT

If you can't find someone locally, you will have to recruit internationally. The following services are available for this purpose:

International job fairs

The Canadian Embassy and the Government of New Brunswick hold regular international job fairs.

If you are interested in participating in this type of event (in person or online), visit the provincial immigration website www.welcomenb.ca/content/wel-bien/en.html

Community organizations such as the Northwest Resource Centre for Newcomers and the Réseau de développement économique et d'employabilité du Nouveau-Brunswick (RDÉE) can also advertise your jobs at these events.



TEMPLATE # 3

RECRUITING FROM THE MOST PROMISING NETWORKS

The following **analysis** grid can be used to measure the return on **investment** of the different **posting channels** of available jobs:

	COST	TIME	Number of eligible applications received	
			LOCAL	INTERNATIONAL
Local media (ex: Info weekend, l'Acadie Nouvelle, Frontières FM, CFAI)				
Your business'/organization's website				
Your business'/organization's social media				
Job Bank				
Job Match NB (WorkingNB)				
Accès Emploi Edupôle				
Indeed				
Your employees				
Local immigrant services				
Informal networks of immigrants				
Local human resource firms				
International job fairs				
Private international recruiters				

WHAT ARE THE **MOST PROMISING** POSTING CHANNELS?



According to experts, the best candidates stay on the market for an average of two weeks. Therefore, you should not delay in sorting out and contacting those who show the most potential.

PRESELECTION

Many candidates are looking to immigrate to Canada. Surely, you will receive several applications that do not meet your needs. Here is a procedure for effective preselection:

Step 1

Take note of the applications that meet the requirements of the position

Step 2

Prioritize local, provincial and national applications

Step 3

Prioritize international applicants who meet the criteria of the targeted immigration programs and who show an interest in the region and its living environment

Step 4

Conduct pre-interviews with the five highest potential candidates in order to select the three candidates who will be interviewed.

JOB INTERVIEWS

An increasing number of job interviews are being conducted remotely through video conferencing applications such as Zoom, Teams or Messenger. This makes it possible to reach local or international candidates more efficiently.

Several employers will hold **pre-interviews** prior to the final interview. These pre-interviews can help you answer a number of questions that will ensure a better match between the candidate's goals, your needs as an employer, and the rural and francophone specificity of the region. You may want to have the pre-interviews conducted by someone who will not necessarily be involved in the final interview process.

If you are satisfied with the results of the pre-interview, you can proceed to the **final interview**. If not, move on to the applications from your pre-screening process.

Once you have identified the successful candidates, i.e., those who meet your requirements, you can schedule a formal interview. This should allow you to make a decision on which candidate to retain. Focus on quality, not quantity. Approximately three applicants per position should be invited to the interview. Based on the applicant pool, you should be prepared to hire all applicants who are eligible for an interview. Be sure to have a list of questions or topics to discuss at the interview. This exercise will help you validate your understanding of the application and select the best candidate!

REFERENCE CHECKING

Checking references related to the position, both local and international, is an important step. Be sure to ask people who will be invited to interview to provide two to three references. You can **contact** them for a final check after the interview. Reference checks can be done through Zoom/Teams or by phone.



ATTENTION!



Keep it professional and courteous. Confirmation of receipt should be sent to all applications received, whether they are successful or not. Prepare a standard email to reply to applications that do not meet the requirements and another standard email for those that do.

This may state the following:

“We acknowledge receipt of your application and thank you. We will contact you if you are selected for the next step in the process. If not, we will keep your application in our recruitment pool and let you know if an opportunity arises in the future.”



TIP +

If you have to choose between two international applicants, choose the one that is more immigration-ready. If they have local contacts, have already visited the area or attended an information session on immigration to New Brunswick, this may be an advantage.



CHECKLIST № 4

I HAVE...

- ☐ Made a pre-selection of the most promising candidates (about five to ten per position)
- ☐ Conducted a pre-interview to decide who will be invited for an interview (about five per position)
- ☐ Conducted an interview to decide who will be selected for the position (approximately three per position)
- ☐ Checked references
- ☐ Confirmed receipt of all applications received
- ☐ Informed those who were not selected for an interview after the contract of the successful candidate was signed

NOTES



TEMPLATE # 4 SELECTION GRID

Use these grids to analyze and select the most promising candidates:

PRE-SELECTION GRID

#	Surname	Name	Meets the requirements	Applications				Immigration criteria	Pre-interview
				Local	N.B.	CA	Inter.		

PRE-INTERVIEW GRID

#	Surname	Name	Knowledge about the position	Immigration process	Evaluation			Adaptation factors	Constraints
					Degrees	FR	EN		

The following are examples of questions to ask during a **pre-interview**:

- Why did you apply for this position?
- Have you started your immigration process? If so, how far along are you in the process?
- Have you had your education credentials assessed? If so, what is the Canadian equivalent of your degree?
- Have you taken any language tests? If so, what are your results?
- Have you ever worked in another country? How did it work out?
- Why do you want to settle in the Edmundston region?
- What are your expectations regarding working conditions (e.g., salary, schedule, etc.)?
- Do you have any constraints regarding this position (e.g.: travel restrictions, closed contract with another employer, etc.)?

JOB INTERVIEW GRID

#	Surname	Name	Experience related to the position	Level of interest	Self-evaluation			Technical requirements	Notes
					Strengths	Weaknesses	Qualities		

Here are a few examples of questions to ask in a **job interview**:

- Tell us about your professional background.
- What aspect of this position are you interested in?
- What are your main strengths?
- What are your main weaknesses?
- If we asked your former colleagues about you, what do you think they would say?
- Technical questions related to the requirements of the position.
- Do you have any questions about the position?



It is the employer's responsibility to know who is authorized to work in Canada. The employer has the right to ask for such proof and to make sure that it is valid. Obtaining the work permit and its extension is the responsibility of the employee. **It is strictly forbidden to hire someone who is not authorized to work in Canada.**

WORK PERMITS

Work Permits for International Students

First, international students are in Canada to study. Many of them aspire to stay in Canada after obtaining their Canadian degree. Immigration programs are available to facilitate this transition. In the meantime, their study permit enables Canadian employers to hire them during their studies subject to certain conditions.



Study Permit

For INSTANCE, during the academic year, international students enrolled full-time at the UMCE or the CCNB may work off campus without a work permit for up to 20 hours during a regular study session, and full-time during study breaks. The study permit is similar to a temporary work permit. The employer must request proof of the study permit and ensure its validity (expiration date) and applicable conditions.

Temporary Work Permit

The temporary work permit specifies its effective date and expiry date. It also states the conditions associated with the permit. For example, a closed licence may specify that the worker is only allowed to work for a specific employer or a specific industry. An "open" permit allows the holder to work in Canada without restriction as long as the permit is valid. It should be noted that a visitor's permit does not authorize work in Canada.



Permanent Residency

People with permanent resident status can also work anywhere in Canada without restriction. However, this status has an expiry date and must be renewed before it expires.



TIP +

The Social Insurance Number (SIN) of a temporary work permit holder always begins with 9. This SIN is temporary and only valid for the duration of the work permit.



ATTENTION!



A travel document issued for entry into Canada does not guarantee entry into Canada. This is only confirmed by a border services officer at a port of entry after a final check to ensure that the conditions of the permit are and will be met and that the person is not otherwise inadmissible for security or public health reasons.



TEMPLATE # 5 EMPLOYMENT CONTRACT

EMPLOYMENT CONTRACT

BETWEEN: Name of company/organization represented by Name and title of signatory, duly authorized for the purposes hereof, hereinafter referred to as the EMPLOYER.

AND:

Name of the employee residing at address of the employee duly authorized for the purposes hereof, hereinafter referred to as the EMPLOYEE.

BY THIS CONTRACT OF EMPLOYMENT, THE PARTIES AGREE AS FOLLOWS:

SECTION 1 - Purpose of the Contract

The EMPLOYER shall retain the services of the EMPLOYEE who shall act as the Title of the position and shall, within the scope of his duties, perform all the tasks described in the attached "job description."

SECTION 2 - Obligations of the EMPLOYEE

The EMPLOYEE agrees to perform the duties outlined in the job description provided in Section 1 of this contract. The EMPLOYEE agrees to perform the work in accordance with the EMPLOYER's requests and requirements.

SECTION 3 - EMPLOYEE'S Work Schedule

The EMPLOYEE agrees to work the number of hours agreed upon and understood with the Employer which usually totals the number of hours worked per week.

SECTION 4 - EMPLOYEE'S Remuneration

The EMPLOYER agrees to pay the EMPLOYEE an hourly wage of \$_____ for each hour worked.

SECTION 5 - EMPLOYEE'S Vacation and Holidays

The EMPLOYER agrees to pay as vacation the corresponding rate of % of the gross salary. The EMPLOYER shall comply with the legislation pertaining to the status of the EMPLOYEE.

SECTION 6 - Benefits

The EMPLOYER shall provide the following benefits to the EMPLOYEE: List of benefits and conditions

SECTION 7 - Probationary Period

Upon hiring, the EMPLOYEE shall be subject to a probationary period of a certain number of months. At the end of this period, the EMPLOYER shall conduct a performance review of the EMPLOYEE. Should the performance review be positive, the EMPLOYEE may be granted permanent status. If not, the EMPLOYER reserves the right to terminate the employment relationship at any time.

SECTION 8 - Cancellation of the Present Contract

The present contract may be cancelled by either party depending on certain circumstances that may arise during the work period. In this case, the EMPLOYER or the EMPLOYEE shall comply with the rules and standards stipulated in the applicable employment standards legislation.

SECTION 9 - Duration of the Contract

The present contract is valid for a definite or indefinite period and takes effect on the _____.

IN WITNESS WHEREOF, the parties certify that they have read and agreed to the terms and conditions set forth in this Employment Contract this _____ 20__.

Signed at: _____, New Brunswick

EMPLOYER:

EMPLOYEE:

Surname, name

Surname, name

APPENDIX - Job Description

Please add the job description (you may refer to Template 1 if needed).



Having employees with an immigrant background in the workplace has several **advantages**. These include access to valuable talent, as well as a **diversity** of experiences and approaches. Employers who take advantage of these benefits know how to create a culturally welcoming and inclusive work environment and provide human resource managers with the tools to do so..

Reception, Integration and Inclusion

Workplace hospitality should go beyond a simple tour of the facility. Don't assume that everyone knows your company or organization and how it works. It is an opportunity to introduce the values, rules and procedures, goals and key roles of the workplace teams.

Workplace integration assumes that the employee meets the expectations of the position. It is likely that the integration process for a person with an immigrant background will take longer than for a local person. This is normal, as the references and experiences are not the same. When an employer provides support to facilitate this transition, the process is faster and more efficient. This can be done through job shadowing or mentoring (formal and informal) by a co-worker and through close monitoring of work performance.

Workplace inclusion means that everyone has their place and contributes in their own way. Inclusive workplaces tend to be more innovative and successful, especially in terms of teamwork.

CULTURAL DIVERSITY AWARENESS AND OUTREACH

Your entire staff should ideally be made aware of cultural diversity.

Such awareness promotes a better understanding of differences and contributes to a better work atmosphere.

The Northwest Resource Centre for Newcomers www.crna.ca/ in collaboration with the CFA, offers cultural diversity awareness sessions in the workplace.

Diversity Management

Human resource officers, managers and supervisors must also be skilled in leveraging diversity and ensuring a welcoming and inclusive workplace. Corporate or organizational culture and workplace practices differ from one place to another.

Some accommodations are available while others are not. Training and coaching services in non-discriminatory and inclusive practices are available locally through Diversis Inc. diversis.ca/en

ATTENTION!



Although we share the same language, that doesn't mean we share the same culture. Intercultural communication is an important skill to learn and one that can be very useful.





TEMPLATE # 6

RECEPTION AND INTEGRATION PROTOCOL

ADMINISTRATIVE PROCEDURE AND WORK ENVIRONMENT

Activity	Contact	Duration	Timeline	Completed on:	Comments
Reception and visit of the facilities and the workstation					
Handing over of keys and alarm system info					
Access codes for phone/ email/other					
Payroll information form					
Copy of work permit					
Handing over and review of the personnel manual					
Signature of employment contract and job description					
Other:					

CULTURE, GOALS AND WORKFLOW

Activity	Contact	Duration	Timeline	Completed on:	Comments
History and values, mission, yearly goals, internal organization (meetings, organization chart), clients, services and role distribution in the organization					
Goals, position challenges and expectations					
Other:					

COMMUNICATION

Activity	Contact	Duration	Timeline	Completed on:	Comments
Addition to the staff directory					
Meeting with the work team					
New employee announcement (clients and media)					
Other:					



Retention

The biggest challenge for local employers is retention. Whether it is for local or immigrant employees, employers need to create conditions that promote retention and be prepared to let go of employees who do not meet the requirements of the position.

The Canadian Charter of Rights and Freedoms ensures the right to move and settle anywhere in the country, regardless of the province of immigration. While some work permits are tied to a specific employer, this does not mean that the employer can exploit the situation to the detriment of the employee. Employment rules and standards apply and immigrant employees have legal recourse to report abuses.

The following practices are often used by employers who are particularly successful in retaining immigrant employees:

- The expectations set for employees are clear and understood by all parties.
- The employee's performance is regularly monitored.
- Career development is provided and the employee is given career advancement opportunities within the company or organization.
- Off-duty sociocultural activities are offered to the employee as a way to build ties with the local community.

Layoff

Letting an employee go is never easy for an employer. In some cases, an employee does not meet expectations. The employer must then let go of the employee. In the case of laying off an employee with an immigrant background, it must be done with more tact and humanism, especially if they have come to Canada specifically to fill this position.

During performance review meetings, it is important to address shortcomings and propose ways to resolve these situations in order to avoid a layoff that catches the employee off guard. This should be well documented in the employee's file. It is important that New Brunswick employment standards be strictly enforced as well as the terms of the employment contract. The departure must be prepared and the employer can suggest job search leads to facilitate the transition to another more suitable job.

ATTENTION!



Employee retention should be part of a company's or organization's human resources strategy. Some local employers have instituted bonus or privilege systems to reward employees for their contribution and loyalty. Investing in your good employees is proven to be more cost-effective than constantly trying to replace them.



- ☐ Clearly stated my expectations of the employee and ensured a mutual understanding
- ☐ Scheduled meetings for regular performance reviews
- ☐ Identified professional development opportunities for my employees
- ☐ Established opportunities for advancement within my company or organization
- ☐ Offered and provided support for social and cultural activities outside of work
- ☐ Developed a layoff procedure
- ☐ Developed a retention strategy

[illegible]



TEMPLATE # 7 PERFORMANCE REVIEW

Employee name : _____ Date of review : _____

Aspects	Assessment				Comments and remarks supporting the assessment
SKILLS AND QUALIFICATIONS ASSESSMENT					
General Education Has the required education to do the job.	1	2	3	4	
Technical Training Has the technical training required to do the job.	1	2	3	4	
Experience Has the experience required to do the job.	1	2	3	4	
WORK PERFORMANCE REVIEW					
Meets expectations Performs assigned tasks according to job description.	1	2	3	4	
Compliance with policies Adheres to the organization's policies and procedures.	1	2	3	4	
Thoroughness and quality of work Demonstrates thoroughness in his/her work and makes the necessary checks to avoid errors.	1	2	3	4	
Punctuality and attendance Adheres to work schedules and demonstrates punctuality and attendance.	1	2	3	4	
ATTITUDES AND BEHAVIOURS					
Respect Consideration for customers and employees.	1	2	3	4	
Teamwork Cooperates well with team members.	1	2	3	4	
Adaptability Adapts and responds appropriately to constructive criticism and change.	1	2	3	4	
Motivation Maintains interest and drive in work.	1	2	3	4	
Other	1	2	3	4	

Objectives for the next review period scheduled on:

☐ _____

☐ _____

Other comments : _____

Employee's signature

Signature of immediate supervisor

Date : _____



WHO DOES WHAT FOR EMPLOYERS

Many resources are available to local employers who have an interest in immigration. The following is a **directory** of these resources and how they can be used by employers.

FEDERAL GOVERNMENT

Immigration, Refugees and Citizenship Canada (IRCC)

www.canada.ca/en/immigration-refugees-citizenship/corporate/contact-ircc.html

- Provides immigration programs, refugee protection, citizenship grants and travel documents to Canadians and citizenship and travel documents to Canadians and foreign nationals.
- IRCC Employer Portal
www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/employer-portal.html

Employment and Social Development Canada (ESDC)

www.canada.ca/en/immigration-refugees-citizenship/services/work-canada/hire-temporary-foreign/find-need-labour-market-impact-assessment.html

- Lead for Labour Market Impact Assessments (LMIA)
Employer Service Centre:
Phone: 1-800-367-5693
Email: ESDC.ATL.TFWP-PTET.ATL.EDSC@servicecanada.gc.ca

PROVINCIAL GOVERNMENT

Opportunities New Brunswick (ONB)

www.bienvenue.nb.ca

- In charge of the province's immigration programs
- Information for New Brunswick employers
www.bienvenue.nb.ca/content/wel-bien/en/information_employers.html
- Contact: Opportunities New Brunswick
Email: immigration@gnb.ca
Phone 1-506-453-3981

WorkingNB

www.WorkingNB.ca

- Assistance service provided to employers for their human resources needs (Retention, recruitment and training)
- Contact: Workforce Consultants
Email: EPFTTravailNBregionNordOuest@gnb.ca
Téléphone : 1-506-735-2263.
- NBjobs www.nbjobs.ca/



WHO DOES WHAT FOR EMPLOYERS

COMMUNITY ORGANIZATIONS (FREE SERVICES)

Réseau de développement économique et d'employabilité Nouveau-Brunswick (RDÉE)

rdee-nb.com/

- Recruitment services at Destination Canada and Destination Acadie
- Email: adminRDEENB@cenb.ca
Phone: 1-506-764-9876, Ext. 204

Northwest Resource Centre for Newcomers (CRNANO)

www.crna.ca/

- Settlement and Integration Services for Immigrants
- Employer Integration Plans (Atlantic Immigration Pilot Program - AIPP)
- Awareness Workshops on “Creating Inclusive Workplaces and Communities”*
- Email: info@crna.ca
Phone: 1-506-735-0604

Haut-Saint-Jean Local Immigration Partnership (LIP)

www.immigrationregionedmundston.ca/en

- Immigration Stakeholder Consultation
- Immigrant Labour Attraction Strategy
- Email: pli@immigrationregionedmundston.ca
Phone: 1-506-739-2097

Communauté francophone accueillante du Haut-Saint-Jean (CFA)

immigration-hsj.ca/haut-saint-jean

- Employer guides and awareness workshops
- Outreach activities between the local community and immigrants
- Email: cfa@immigration-hsj.ca
Phone: 1-506-739-2084

PRIVATE SECTOR (FEE BASED SERVICES)

Diversis inc.


diversis.ca

- Regulated Canadian Immigration Consulting Services (RCIC)
- Human Resources Consulting (CPHR)
- Training and coaching for immigrant employers and employees
- Local, provincial, national and international recruitment
- Contact: Lori-Ann Cyr, President CEO
Email: Lori@diversis.ca
Phone: 1-506-737-9600, Ext. 1

Raymond Chabot Grant Thorton (Edmundston)

www.rcgt.com/en/

- Human Resources Consulting (CPRH)
- Contact: Gaston Fournier, Human Resources Director, Consulting Services
Email: Fournier.Gaston@rcgt.com
Phone : 1-418-722-4611, Ext. 5909

— This guide was prepared by  —

Financé par :



Immigration, Réfugiés
et Citoyenneté Canada

Funded by:

Immigration, Refugees
and Citizenship Canada

August 2022

All rights reserved

© CFA Haut-Saint-Jean and Diversis Inc. 2022