

# **“Immigrant Friendly” Work Environments**

Includes:

Final Report

Labour Force Statistics

Sample of Interview Questions

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Department: International Development Studies

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# “IMMIGRANT FRIENDLY” WORK ENVIRONMENTS:

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An assessment of the Peterborough labour market

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## Acronyms

|       |  |
|-------|--|
| NCCP  | New Canadian Center of Peterborough                        |
| TCCBE | Trent Center for Community Based Education                 |
| NC    | New Canadian   |
| PPCII | Peterborough Partnership Council for Immigrant Integration |
| PERC  | Peterborough Employment and Resource Center                |
| WDB   | Workforce Development Board                                |
| PSPC  | Peterborough Social Planning Council                       |
| IDS   | International Development Studies                          |

## **Executive Summary**

### ***Purpose***

This research project was solicited by the New Canadian Centre of Peterborough (NCCP) in order to determine if and to what extent employers and workplaces are immigrant friendly in the city of Peterborough. This particular research will aid in providing current information and recommendations which will direct and inform the current employment counsellor at the NCCP as to what new innovations and connections must be built.

### ***Key Findings***

- Results showed that although 83% employers claimed to be willing to hire immigrants, only 25% of the employers surveyed actually were hiring immigrants. Furthermore only 65% of employers said they never or rarely received job applications from immigrants.
- When looking at how jobs were advertised, 60% of employers said they use personal networks to advertise jobs. Peterborough employers' methods of advertising jobs are not immigrant friendly.
- Although employers recognize how hard it is for new Canadians to find work in Peterborough, only 25% of employers were interested in receiving resources on how to help integrate new Canadians into the workforce more effectively.
- There are valuable initiatives and programs taking or starting to take place in Peterborough that constitute promising changes for the labour market. However they do not address the integration of immigrants directly.

The biggest barriers to employment that newcomers face in Peterborough are:

- 1) Hiring practices, such as: the exclusion from personal networks, employment requirement of previous Canadian work experience.
- 2) Employment advertising practices, which in Peterborough mainly consist of the use of personal networks.
- 3) Preconceived ideas about immigrants' potential, such as the perception of new Canadians' inability to communicate effectively orally and in writing.

- 4) Cultural barriers that inhibit prevent equal opportunity employment, including issues such as: different perceptions of work ethic, different learning and writing skills, lack of familiarity with labour laws, etc.

### ***Recommendations***

Some of the recommendations drawn out from the findings include:

- 1) We recommend that employers should be used as a means of marketing. This would be a more effective marketing strategy because rather than looking like a campaign by community agencies to include minorities in the workforce, it could be framed as a positive business decision that a fellow employers made and are now promoting because they saw the importance and necessity of integrating immigrants.

- 2) We recommend the support of events and activities that develop a sense of community which is “immigrant friendly”. This sense begins with awareness and visibility of the large immigrant population within Peterborough through cultural events and celebrations, in order that the Peterborough population become aware of how poignant these issues are in the community today. Through increased media (ie. articles in the paper, interviews on CHEX T.V., celebrations of the diversity in Peterborough, etc.), the people of Peterborough can be made aware of the importance of providing a smooth integration process for immigrants moving to this small city.

- 3) More research is necessary to determine how to more efficiently integrate immigrants into the Peterborough labour force. Some issues to be looked into further include:

A more thorough definition of “immigrant friendly”, as our definition is preliminary and based on a small sample of twenty-two immigrants and three employment agencies.

A wider survey of businesses should be conducted as our sample was limited and biased to downtown businesses which are generally small, service oriented businesses.

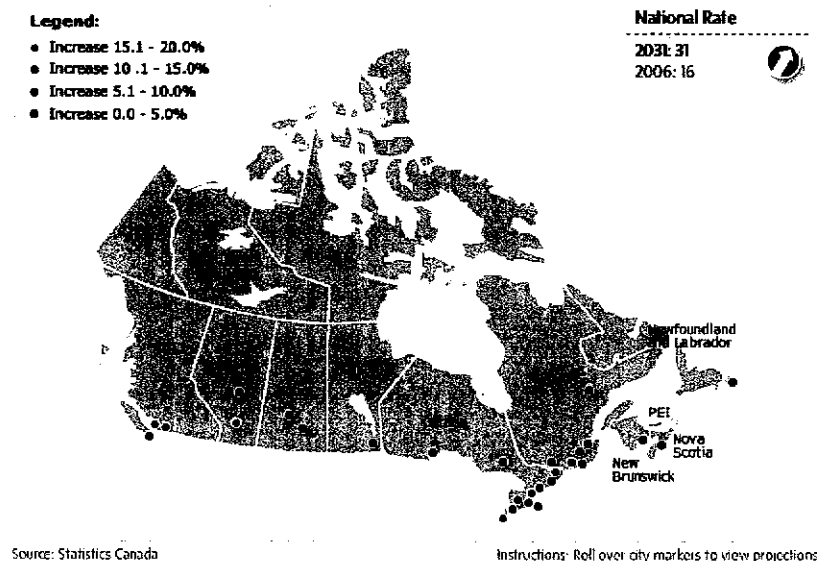
Research into the effectiveness of the “Employment Assisted Services Program” will provide information on how this program is aiding the integration of minorities, which minority groups it is affecting the most, and why this is. This will make the process of creating effective programs to solve this issue more efficient.

## 1.0 Background Information

### 1.1 *The changing face of Canada*

Canada is facing a massive demographic change which is altering the manner in which social, political and economic systems function. “By 2031, one in three Canadians will belong to a visible minority. One in four will be foreign-born, the highest proportion since the end of the last wave of mass immigration that began around 1910, (Statistics Canada, 2006).” As can be noted in Figure 1, the highest conglomerations of immigrants are living in Southern Ontario.

Figure 1

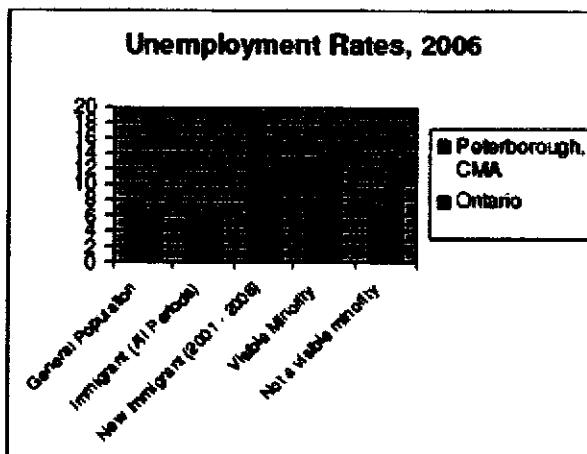


As a part of the Greater Toronto Area (GTA), this great increase in the number of immigrants coming to Canada will have great effect on the city of Peterborough. If Peterborough is to not only to cope with these changes, but is to capitalize on the opportunities presented by an increasing immigrant population, more knowledge on how to better integrate New Canadians (NCs) into the workforce is necessary. In order to do this, research is needed to determine the best practices to ensure successful integration. More extensive and more in depth research is necessary to better understand, and successfully deal with the extreme changes in demographics which Peterborough, and Canada in general, will be facing in the next two decades. This particular research project, therefore, is a step in this direction.

### 1.2 Peterborough's labour market

According to a study done by the PPCII, in conjunction with the PSPC, "Peterborough (City and County) is home to 12, 450 immigrants of this only 25.1% are visible minorities. The majority of immigrants living in Peterborough were aged 25 to 44 years (38.7%) at the time of immigration" (Berry Merriam et al. 2010). This is significant because it means that 38.7% of immigrants are job seeking ages when they arrive in Canada. With regards to employment, the most recent census data concludes that "immigrants and visible minorities in Peterborough experience a lower incidence of unemployment than the average population (6.3%, 7.1%, and 8.1% respectively). New immigrants (those who immigrated 2001 – 2004) however, experience higher incidence of unemployment (18.2%) than their established counterparts" (Berry Merriam et al. 2010). See Figure 2 below, to note the relatively high unemployment rate for new immigrants.

Figure 2



## 2.0 Research Goals and Objectives

This research project was solicited by the New Canadian Centre of Peterborough (NCCP) in order to determine if, and to what extent, employers and workplaces are immigrant-friendly in the City of Peterborough. Part of the NCCP's mandate is to "act as an advocate and resource partner for new Canadians and to expand and adjust services to the evolving needs of both new



Canadians and the community by providing training to Board members, staff, volunteers, community groups and employers (NCCP website, 2010).” This particular research will aid in providing current information and recommendations to direct and inform the current employment counsellor at the NCCP as to what new innovations and connections must be pursued.

New immigrants who are seeking employment in Peterborough utilize various services that the NCCP provides. There is an Employment Counsellor readily available to assist with resume and cover letter creation as well as career development and assistance networking with suitable employers. Creative methods are often used to assist immigrants in their job search. A recent transformation is the funding of a new job developer position through the Business Integration Advisory Centre. This will be a role that specializes in assisting small to medium sized businesses in the Peterborough area to hire immigrants and integrate them well, within jobs that are meaningful. This research, designed to determine if, and to what extent, Peterborough employers and workplaces are “immigrant friendly”, is meant to provide a foundation upon which the new job developer can start building a more immigrant friendly labour market in Peterborough.

Research questions that this report will attempt to answer include:

- 1) To what degree are Peterborough employers willing to hire immigrants? This question will be asked from the perspective of the immigrants and the employers.
- 2) How much time and effort are employers willing to give to new employees who are immigrants compared to new employees who are born in Canada?
- 3) Is there a need for employer assistance services to be provided by the New Canadians Centre?

### ***2.1 A bit about the host: The New Canadian Center of Peterborough***

The New Canadians Centre Peterborough (NCCP) was established in 1979 as a welcoming committee which offered language support and community orientation to newcomers. Originally known as the Peterborough Newcomers Language Orientation

Committee, the organization changed its name and became a registered charity in 1987. On average, the NCCP serves 200 new and 800 returning clients every year from over 50 different source countries (most notably, China, USA, Philippines, India and Mexico). The centre has six permanent staff, 150 yearly volunteers, and receives funding from Citizenship and Immigration Canada, the Ministry of Citizenship and Immigration, Service Canada, the Ontario Trillium Foundation, United Way, the City of Peterborough, private donations and fundraising. This funding allows NCCP to offer settlement, social, employment and language services in Peterborough and its surrounding counties. These services are available to anyone born outside of Canada, regardless of their immigration status.

## ***2.2 Peterborough's immigrant population***

It is necessary to note that this study incorporates a wide population of people considered New Canadians. The immigrant population we are considering includes people of many different immigrant statuses (e.g. refugee), races and ethnicities, education levels, ages, etc. To give a better picture of the dispersion of new immigrants in the labour force see Appendix 1.

## **3.0 METHODOLOGY**

This evaluation research was implemented according to a project agreement prepared by the two evaluators in conjunction with the representative of the host organization, the NCCP. The project agreement was approved by the academic instructor and the executive director of the Trent Center for Community Based Education (TCCBE) in December 2009, in compliance with the Social Science and Humanities Research Council, along with an Ethics Review submitted and approved by the ethics committee of International Development Studies Department at Trent University. This evaluation then started in January 2010 and concluded in April 2010.

### ***3.1. Conceptual framework***

The special nature of our assessment required terms of reference and guidelines to evaluate with. As evaluators, we worked to “shape the definition of [the] social good” (Schwandt, 1997:4), which in this case would be an “immigrant friendly local labor market”. It

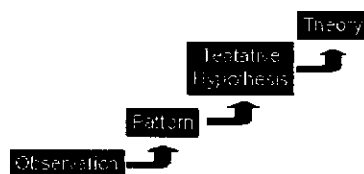
was in this light that we took on the task to define what an immigrant friendly work place was, in order to develop a set of criteria upon which we could base our evaluation.

In this respect, it could be said that this evaluation was a combination of what Stake described as “interpretative evaluation” (2004:2); which centers on a more holistic and episodic description of what the evaluators present as results and “criterial evaluation” (ibid), which depends on a more concrete and defined criteria upon which one can evaluate. Since there is not previous research done evaluating the accessibility of immigrants to the local labor market, there is no precise criteria upon which to evaluate. Therefore, it was our challenge to define such criteria through the testimonies of NCCP clients, as “there is no other source of standards than people’s ideas of quality” (2004:4). This makes our approach an emic one, as it was based on the New Canadians’ perspectives, expectations and experiences, and came from those which it was affecting.

In addition, this evaluation was conducted as a formative evaluation, aimed to provide information about a process of change in order to contribute to the improvement of that process (Patton, 1990:17). In this particular case, it is hoped that the research will constitute a point of reference for future research done about employment practices in the Peterborough area. It intends to be an informative source for future initiatives aimed at promoting the effective integration of NCs to the community, and specifically, to the labor force.

This research also was based on an inductive analytical approach (see Figure 3), which consists of exploring and learning from the field in an open and not preconceived way (Patton, 1990:218). The process began with observations of people’s experiences in the Peterborough labor market, and then worked to uncover patterns of employment. Subsequently, a hypothesis was developed about why these patterns of employment practices caused employers to not hire NCs over Canadians. This allowed us, as evaluators, to create standards by which to evaluate and understand the functioning of the Peterborough labor market. This particular approach was the basis for conducting preliminary interviews with NCs to understand how they adapt to the local labor market.

Figure 3



As suggested by Shadish et al. (1991), the studies of social interventions should look at three main aspects: the internal structure and functioning of those interventions, the limitations that shape their design and delivery and the social factors that affect the way individuals respond to such interventions (Owen, 1999:23). While our research subject would not fit with the definition of a “social intervention”, the overall context of the labor market in downtown Peterborough, and its level of “immigrant friendliness”, has been an aggregate product of many social interventions. This analytical approach is also defined as being holistic (Patton, 1990:217) because it does not focus on only one aspect of the employment practices which affect the extent to which the labor market is immigrant friendly, but rather, focuses on as many of the influential elements possible.

Finally, the framework of this evaluation was also guided by “sensitizing concepts” (Patton, 1990:216) such as *immigrant friendly work places*, *meaningful work* and *equal opportunity employment*. These concepts help to provide a framework for the analysis of our findings and work as point of reference for new information.

### 3.2 *The evaluator’s role*

The nature of the project, and because it was framed as an evaluation, affected the role which we, as evaluators, were expected to fulfill. Since we are working with an evaluation framework, our role necessitates that our product will make value claims about the Peterborough labor market. In addition, the fact that our host organization is openly recognized as an advocate for immigrant integration might have shaped the responses of all employers and interviewees. This brings up certain biases that need to be recognized, such as the potential predisposition to answer survey questions ‘correctly’ and not sincerely or the potential lack of diversity in the survey respondents due to reluctance to participate. In order to deal with such biases, we pursue to highlight the confidentiality of the survey and the necessity of honest answers despite of their

nature. In addition, by using a randomized sampling method, we intended to include a diverse group of respondents.

Finally, instead of just writing a report only pertinent to the projects and programs of the NCCP, we have chosen to address the evaluation to a wider audience, hoping that the rest of stakeholders, organizations such as PERC, WDB, PSPC, PPCII, etc., will be interested in taking our findings into consideration for their own planning processes in the future.

### **3.3 Ethical considerations**

Given the holistic approach we intended to apply and our roles as outsider evaluators of the Peterborough labor market, a dilemma emerged around whether or not we should incorporate the interests of employers into the research question. In order to resolve our dilemma we chose to ask ourselves the question: “To what purpose or in whose interest should evaluation practice be conducted?” (Schwandt, 1997:7). The answer to this question is that the purpose of this research evaluation is to offer insights to facilitate the better integration of new Canadians to the Peterborough labor market. In addition, we are conducting this evaluation in the interest of the NCC Employment Counselor and the local community of new Canadians.

All interviews and questionnaires answered were completely confidential and anonymous, and all informants gave their consent to use their responses. This consent was done through the signing of a written consent form approved by the Ethics Committee of the IDS department or through oral consent. To maintain that anonymity individual and agencies’ names have been removed.

### **3.4 Research Design**

The research design was based on what Patton (1990) defines as the “triangulation of methods” (39). This design aims to incorporate various methods and strategies in order to get a more aggregate picture of the social issues that are being examined. These methods include:

- A review of literature relevant to the understanding of how labor markets work, and of themes such as diversity in the workplace, social inclusion and the logistics of job searching.

- Attendance of community events that directly related to the functioning of the local labor market.
- Semi-standardized interviews with NCCP clients who have had experiences with the local labor market.
- Open-ended interviews with representatives of local employment agencies and of community organizations working for NC integration.
- A survey addressed to small business owners in downtown Peterborough.

### **3.5 *Relevant literature review***

In order to get familiarized with the particular concepts surrounding the different elements present in discussions about labor in Canada, a literature review was done. Relevant readings on labor practices, strategies to promote ethnic diversity in the workplace, and issues that have already been identified as important to immigrants looking for jobs, etc. were covered. In addition, past reports and studies addressing similar topics were reviewed to provide a point of reference for the research. This literature was provided by the NCCP staff and the TCCBE. The literature review enabled us to identify how much and what kind of research is addressing the issues facing NCs and employers of NCs.

### **3.6 *Interviews***

#### *Semi-standardized interviews with New Canadians*

In order to get familiarized with the particular issues that NCs in Peterborough face, the first step of our research was to conduct semi-standardized interviews with immigrant clients of the New Canadian Center. No formal sampling method was utilized for this first section of the research. Instead, our host supervisor contacted interested NCCP clients to participate in the interviews.

Twenty-two NCs were interviewed in a semi-standardized style (Berg, 2000:70), using an interview guide (See Appendix 2) as a reference, but allowing enough flexibility to explore topics that were not included in the guide. The questions aimed at exploring the main themes surrounding immigrants' difficulties to find employment in Peterborough, as well as uncovering their ideas of what the barriers were in the Peterborough labor market that were inhibiting them

from finding jobs. This allowed us to draw out key themes on the topic of immigrant hiring and employment practices that mattered to the ultimate beneficiaries of this research.

The answers collected allowed us to develop a second definition of an “immigrant friendly” employer, which will be used as the main guideline to evaluate the Peterborough labor market. This definition served as the basis for developing the criteria for this evaluation.

### *Key informant Interviews*

- *Employment Agencies*

Employment agencies were identified as key informants because they act as intermediaries between immigrants searching for jobs and the local labor market. They were identified both by the NCCP clients informally interviewed and by NCCP staff as playing a key role in easing the process of adaptation for NCs to how the Canadian labor market functions. Two of three employment agencies in Peterborough were visited and one representative was interviewed from each using a semi-standard style and an interview guide (See Appendix 3).

- *Peterborough Social Planning Council (PSPC)*

As an outcome of attending the focus group held by PPCII and the NCC, contact was made with a representative of the Peterborough Social Planning Council, which organizes monthly focus groups on immigrant integration to the community. An interview time was set up with this representative in order to explore the details of such focus groups and hear the opinion of community organizations that have included the issue of immigrant access to the labor force in their agendas. A separate interview guide was used for this representative (See Appendix 4).

### **3.7 Attendance of applicable community events**

Despite the fact that we as student evaluators do not have access to the spheres where the decisions regarding the hiring of immigrants happen, we did have access to relevant events and meetings where topics related to the Peterborough labor market were discussed at a community level. This allowed us to look at some of the initiatives that are being launched by different organizations in Peterborough which will ultimately affect the functioning of the local labor market.

The first of these events was a focus group organized by the Peterborough Partnership Council for Immigrant Integration (PPCII), to which employers were invited to discuss immigrant inclusion in their respective sectors. The focus group, which took place in December 2009, was one in a monthly series organized by the PPCII, and consisted mainly of representatives of community organizations and local employers. The main themes addressed focused on the efforts and difficulties that employers have in the integration of NCs to their workforce. We were given the oral consent by the all the attendees to use the notes we collected on the focus group as part of our research. This access gave us an insight into one of the initiatives that most directly addressed the issue of immigrant integration to work places.

The second event attended was the launch of the *Integrated Local Labor Market Plan 2009 – 2013*, organized by the Workforce Development Board of Peterborough. It presented the latest research on the local labor market, the implications of demographic changes in the local labor market, and the future projects intended to improve the functioning of the labor market. Several members of other community organizations were invited to the event representing different stakeholders in the local labor market. One of the most important themes addressed was the impact of the aging population on the local demographics and the local labor force. The contacts made enabled us to identify other stakeholders in the question of immigrant integration including employers, community organizations, employment agencies and NCs themselves. Unfortunately an interview with the Work Development Force or the Peterborough Chamber of Commerce, which proved to be large stakeholders in the issue, could not be arranged due to lack of feedback from them.

### **3.8 Survey**

Surveys were the main tool for the gathering of quantitative data, as it offers a time and cost effective tool to gather data from a relatively large population. Surveys provide the opportunity to “test and revise [the evaluators’] generalizations” (Silverman, 1993:163) and grasp what the overall picture looks like. Using a survey as a tool has been recognized to be both very useful for the collection of quantitative data in order to provide context and to generalize about the situation of a wide population. However, this is not to say that surveys are objective and hundred percent accurate in representing the reality of a social issue. Silverman stresses the constraints that such a tool may have. Particularly, Silverman gives the example of ‘counting



attitudes' in surveys, concluding that there are issues that quantitative indicators cannot measure. In order to deal with such constraint, open-ended questions were incorporated to the questionnaire, in order to give some space for them to explain their particular insights.

An evaluation of the labor market in downtown Peterborough required us to look at the broader perspective of the labor market as a whole. For instance, preliminary qualitative data, gathered from both the open-ended interviews with NCCP clients and constant feedback from the NCCP employment councilor was used to create and shape the questions in the survey. The semi-standardized interviews conducted with NCCP clients provided the foundations for the generalizations that we, as evaluators, intended to prove.

### *Questionnaire Design*

There is nothing more important in evaluation than the proper design of the data gathering tools. In the context of evaluation, the type of data that is expected to be collected will be measured against an already determined standard. Having created the standard of what immigrant friendliness entailed, the next step was to identify the multiple dimensions of such a standard. The definition included several dimensions of the job search including hiring practices, equal opportunity, etc, and it was our task to recognize the "several scales" (Morris, 1987:15) that constitute our standard. Therefore themes were drawn from the definition and grouped into categories in order to design questions that provided data which was relevant for each category. The questions were designed to include the four types of questions described by Patton (1982): behavior, opinion, feeling and knowledge. This allowed us as researchers to explore different aspects of the employment practices of small downtown businesses in Peterborough.

The original questionnaire was revised several times with both our academic supervisor and our host supervisor to ensure the survey was an efficient, valid and reliable tool for data collection. The final copy (see Appendix 5) included questions that aimed to quantify information in order to allow us to process the results in a more efficient manner.

### *Sampling*

In order to work with a sample population that was geographically and logistically accessible and whose size would a good representation of employers and was also time effective,

we designed a sampling strategy drawing from 3 different sampling methods: the systematic sample from lists, the stratified random sampling and the random walk (Nichols, 2002). The size of the sample was agreed upon by both the evaluators and the host supervisor to include fifty businesses.

The systematic sampling method was based on the geographic area of Peterborough. We used a database suggested by organization host, the Downtown Peterborough Business Association, which counted with categories (sectors) which we used as the main categories for the sample. These categories were: (1) Financial, Medical & Legal Services; (2) Shops & Services; (3) Commercial Services; (4) Restaurants, Bars & Cafes and (5) Community & Government Services.

Using the stratified sampling method allowed us to use our existing knowledge about downtown Peterborough and the categories provided by the database to make sure the subgroups were accurately represented in our sample (Nichols, 2002:62). Initially, this sampling method was effective in choosing a representative sample (ibid); however, the survey distribution and the lack of response from employers was a limitation in the *effective* representation of the businesses in downtown Peterborough. In addition, working with this list had its limitations because some businesses were duplicated because they were part of different categories. To deal with this limitation, extra effort was put into cleaning the database from duplicates to make accurate calculation of the quotas for each category. Another limitation was that we only surveyed small, downtown business employers and did not reach some of the large industries in Peterborough which have reputations for being both “immigrant friendly” and unfriendly.

The biggest limitation encountered when the survey was conducted was the response of the downtown employers to our survey. Only about 50% of our original sample completed the survey (24 out of 50). In addition, many employers felt they could not adequately express their thoughts on these issues through a survey collecting quantitative data. To deal with such limitation, comments and opinions that were not directly responses to survey questions were written down at the end of the survey by the surveyors. Finally, some employers refused to answer questions either for the constraints mentioned above or reluctance to provide what was defended as ‘confidential business information’. This gave a skewed picture of the already small sample.

## 4.0 FINDINGS

### 4.1 *Semi-standardized interviews with clients of the NCCP*

Through twenty-two semi-standardized interviews performed with clients of the New Canadian Center, a definition of immigrant friendly employers was developed. According to the perspective of immigrants, immigrant friendly employers are those who provide new Canadians with the opportunity to grow in their jobs and eventually build careers.

“[An employer] that you can feel as though you are not an immigrant but a new Canadian; they help me to develop and get ahead and not only treat me as an employee, but [they] get involved in my life and help me to improve myself (Client 15, 2010).”

Some of the interviewees expressed that some employers in Peterborough have already shown high levels of immigrant friendliness (Client 15, 2010). In fact, several NCCP clients claimed to have positive experiences with certain employers (Client 4, 8, 15), which demonstrates the potential of local employers to fulfill such criteria.

The goal for most new Canadians interviewed was to find a stable, well paid job in their area of interest with benefits and supports specific to new Canadians such as language assistance or workshops on how the job system in Canada works and what Canadian employers expect from their employees. Sometimes these supports will come in the form of physical needs such as transportation to work or provision of a safe work environment, or they may also come through the provision of emotional needs such as being treated equally, respected, not feeling singled out, and not being underestimated (Clients 1, 7, 15, 2010). New Canadians’ skills are often discredited and therefore the opportunity to demonstrate their skills was very important to many of the interviewees. Because some skills might not be directly transferable to the Canadian context, employers may need to provide opportunities for in-job training, to allow immigrants the chance to adapt their skills.

The most common theme throughout the interviews was that equal opportunity and being treated as the rest of Canadians are is perhaps the most important quality of an immigrant friendly employer.

#### **4.2 *Semi-standardized interviews with employment agencies***

Through semi-standardized interviews with employment agencies in Peterborough, a definition of immigrant friendly was gathered based on what employment agencies believed to be true about Peterborough employers. “Immigrant friendly”, according to the employment agencies, necessitates accessibility and knowledge of resources such as information on WES (World Education Services) which provides services on international accreditation, ESL services, and NCCP information for networking and classes/groups/events, etc. Access to these services should be provided in a covert way in order to remain coherent with the notion of equal opportunity. One staff member at an employment agency stated that:

“Businesses should be supportive but if we want people to feel mainstreamed and accepted people we can’t give preferential treatment. Accommodation is important but different treatment that could ostracize or alienate should not be supported. Things to make transition easier that aren’t obvious to other people are necessary” (Employment Counsellor, 2010).

Another representative of a local employment agency stated that:

“We want to be friendly period. The same thing that would attract immigrants would attract all people. Treating people with respect and care, the atmosphere of the workplace, things that show we are open minded to other cultures, etc. Pictures, posters, etc. give clues to what the agency strives for but nothing beats the smile” (Project coordinator, 2010).

Therefore, the way that employment agencies define immigrant friendliness overlaps with many of the elements of such definition mentioned by the NCCP clients. The role of employment agencies as intermediates between the labour market and new Canadians should be highlighted. They reconcile the necessity of open and welcoming environments with the idea of ‘equal opportunity’. In addition, they also address the necessity of businesses to offer such environments, arguing for the sustainability of a labour market that is clearly vulnerable to demographic changes.

### 4.3 Survey Findings

Using these definitions of immigrant friendly, a survey was designed in order to determine how immigrant friendly Peterborough employers are. Results were then gathered by completing the survey with almost fifty percent of our sample population consisting of twenty-four downtown businesses from different sectors. This study showed that although 83% (Figure 4) employers claimed to be willing to hire immigrants, only 25% (Figure 5) of the employers surveyed actually were hiring immigrants.

Figure 4

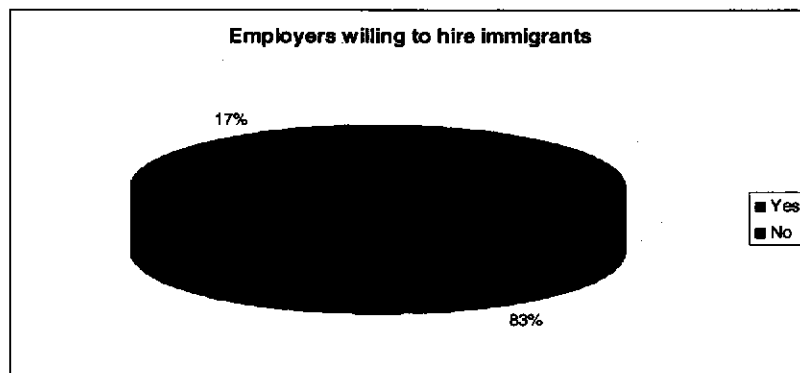
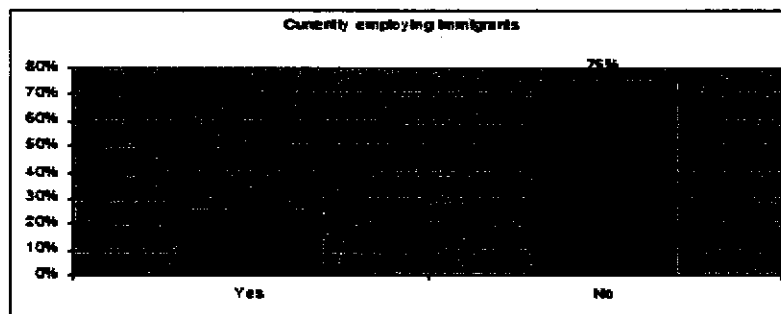
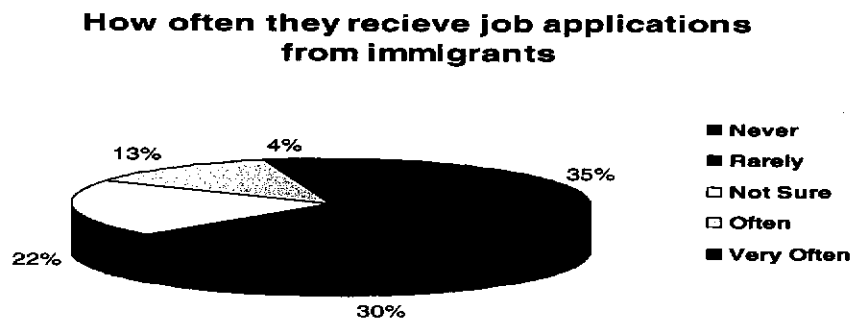


Figure 5



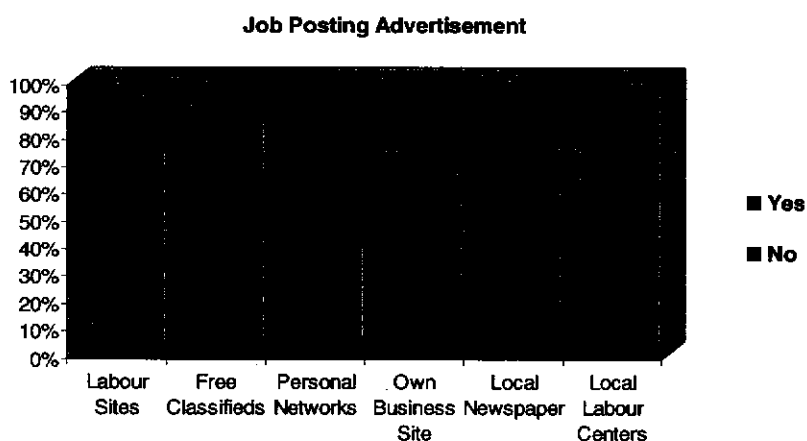
These findings suggest that although employers claim to be open to hiring immigrants there are still things preventing them from doing so. One barrier for employers to hire immigrants is the fact that 65% of employers (See Figure 6) said they never or rarely received job applications from immigrants.

Figure 6



This finding could be telling of the nature of the businesses we sampled, but it is also inextricably linked to the nature of the Peterborough labour market which pivots around personal connections and networking. When looking at how jobs were advertised, 60% of employers said they use personal networks to advertise jobs. This was the highest form of advertisement used by 20% (see Figure 7).

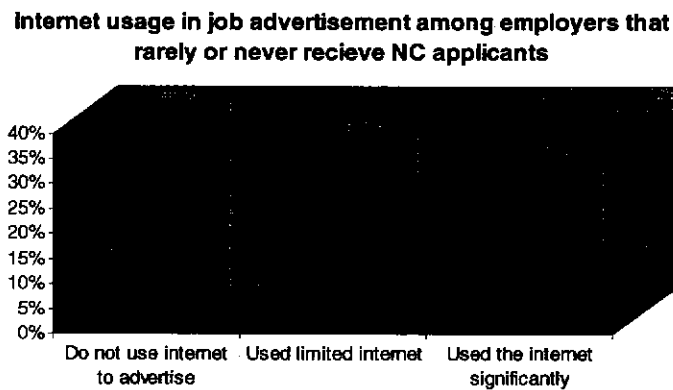
Figure 7



These findings show that Peterborough employers' methods of advertising jobs are not immigrant friendly because a job market based on personal networks is not conducive to people who are new to Peterborough, and especially to those who are not only new to the Peterborough labour market culture, but also not familiar with Canadian job culture. This finding demonstrates one of the main reasons employers rarely receive applications from new Canadians.

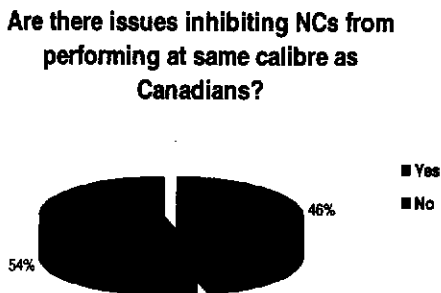
Many new Canadians, in the semi-standardized interviews, revealed that the first place they go looking for a job is on the Peterborough employment websites. Interestingly enough, in our findings, it became evident that the majority of employers do not use the internet to advertise jobs. In fact “only 20% or less of jobs are being advertised (Employment Counsellor, 2010)” at all, in the opinion of a staff member at a local employment agency. Therefore, 73% (See Figure 8) of employers never or rarely use the internet to advertise jobs, while at the same time, the internet is a primary source for new Canadians seeking jobs. It is evident that there are some large communication gaps between employers and job seekers that must be amended if Peterborough is to have an immigrant friendly labour market.

Figure 8



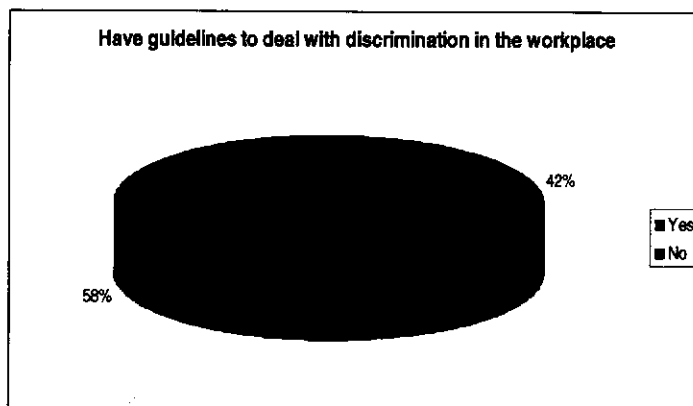
The study also showed that 46% of employers felt that there were issues which inhibited new Canadians from performing at the same calibre as Canadian workers (See Figure 9). The majority of comments about why employers believed this had to do with language barriers and issues with cultural adaptation. These comments evidence the continuing existence of strong preconceptions about new Canadians and their potential to be functional members of the community.

Figure 9



When looking at policies and guidelines employers have in place to deal with issues that may arise in multicultural work environments, only 5 of 24 had ever taken part in diversity training and only 42% of employers had any guidelines in place to deal with any kind of discrimination (See Figure 10).

Figure 10

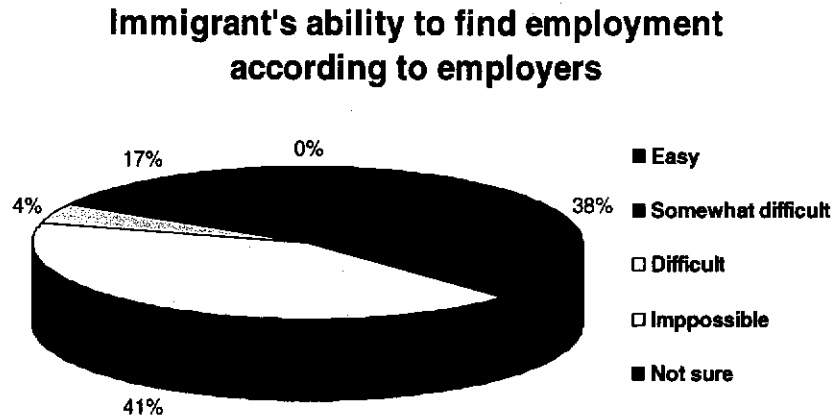


The study also found that most employers were very aware of how difficult it was for new Canadians to find work, with 79% of employers acknowledging that it was somewhat difficult or difficult (See Figure 11). When asked about the reasons of such difficulty, many employers made reference to the constraints that a small town may present for newcomers; such as a closed minded mentality (in comparison to larger cities, where immigrants are more integrated) and closed social networks. Moreover, few employers identified the existence of discriminatory



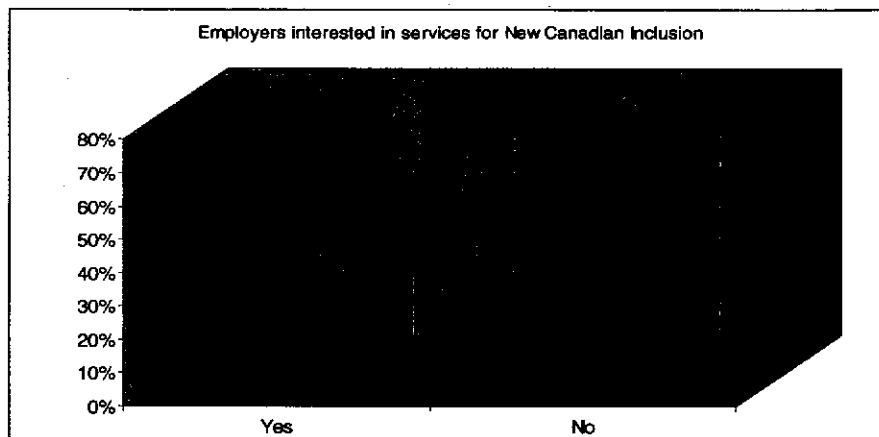
attitudes towards newcomers. In addition, many employers attributed this difficulty to a general lack of jobs in Peterborough.

Figure 11



Although employers recognize how hard it is for new Canadians to find work in Peterborough, only 25% of employers (See Figure 12) were interested in receiving resources on how to help integrate new Canadians into the workforce more effectively.

Figure 12



#### **4.4 *Employers' suggestions for new Canadians seeking work***

A question presented to employers on the survey asked them which suggestions they would offer to new Canadians looking for work in Peterborough to overcome barriers to employment. They responded as follows (the responses are ordered according to how frequent the suggestion was):

- 1) New Canadians should have excellent language and communication skills, which include comprehension and getting familiar with Canadian culture. They also should take advantage of language classes and ask local employers for advice/guidance on resumes.
- 2) New Canadians should build networks through volunteering and community exposure. This will enable employers to see potential employees as members of the community and thus to get rid of preconceived assumptions. They also should make use of support networks (like the NCCP).
- 3) They should consider all options for employment and apply everywhere you can, go to a bigger city or "look somewhere else".
- 4) They should complete technical training in fields that are hiring and to get as many (Canadian) qualifications as possible.
- 5) New Canadians should be persistent and positive and to present oneself with confidence and professionalism and they should show how valuable they can be for the workforce.
- 6) New Canadians could start their own business.

These suggestions illustrate some of the preconceived ideas that employers have about new comers' barriers to find jobs, such as New Canadians not having the right skills for better jobs nor the right language abilities. In addition, suggestion 3 illustrates some reluctance to work to change the closeness of the labour market, as it is acknowledge that Peterborough is not as welcoming to immigrants as bigger cities are. It should also be noticed that several employers are aware of the importance of personal networks in finding a job in the community, as shown in

suggestion 2. Moreover, suggestions that targeted more directly the integration of New Canadians, such as 4, 5 and 6 were among the less mentioned ones.

#### ***4.5 Barriers to employment***

In sum, the biggest barriers to employment identified through the interviews and surveys can be divided into three categories:

- 5) Hiring practices, such as: exclusion from personal networks, employment requirement of previous Canadian work experience, unequal knowledge of how the hiring practices in Peterborough function, and being subjected to an unjust accreditation system.
- 6) Employment advertising practices, which in Peterborough mainly consist of the use of personal networks.
- 7) Preconceived ideas about immigrants' potential, such as the perception of new Canadians' inability to communicate effectively orally and in writing. This is exacerbated by the failure of employers to understand or try to understand accents, and being able to socialize and relate to employees.
- 8) Cultural barriers that inhibit prevent equal opportunity employment, including issues such as: different perceptions of work ethic, different learning and writing skills, lack of familiarity with labour laws, how culturally different last names are perceived by employers, new Canadians having low confidence in dealing with problems because of unfamiliarity with the culture, and the difficult process of adaptation to a new culture and climate.

These categories can be linked to the definition of 'immigrant friendly workplaces' that was constructed based on the NCCP clients perceptions. Both the barriers and the definition overlap in issues such as the need for support for cultural adaptation, the need to address the gaps in job advertising and the criteria on which hiring practices are based.

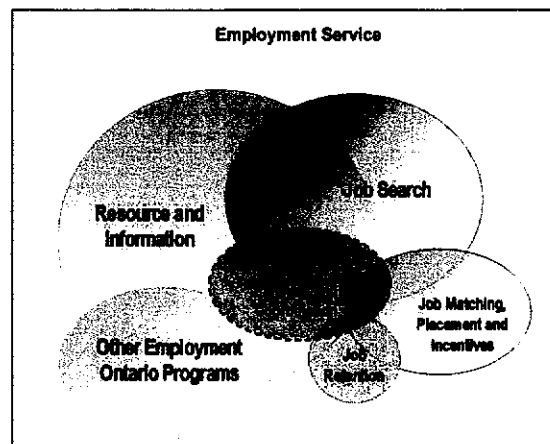
#### ***4.6 Programs currently in operation***

There are actions already being taken to try to address the issues being brought up in this report. There are workshops and conferences being held for employers; however, our findings suggest that the majority of people who attend the workshops and conferences are employment

agencies or people who have already thought about integrating immigrants and are well on their way to being immigrant friendly. The key informant interviews also confirmed that there are numerous organizations in Peterborough which are in some ways working to integrate new Canadians into the workforce, some of which include the New Canadian Center, specifically the new mentorship program, the Peterborough Employment Resource Center, Kawartha World Issues Center, the City of Peterborough's Social Services Department, COIN, United Way and the Workforce Development Board (Representative from PSPC, 2010). All of these organizations work in some way to facilitate a smoother integration of new Canadians into the workforce. However there is little coordination between them, and even less outreach to Peterborough employers.

#### ***4.7 Programs in the near future: Employment Assisted Services***

A new program being implemented in August that is directly linked to dealing with these issues is called "Employment assisted services". It is being created in order that clients of employment agencies will be able to enter into any of the three agencies involved (Northern Lights, Employment Planning Council, and Flemming Job-Connect), and receive all of the help they need in this one place. This will help to avoid passing clients from one agency to another and unnecessarily prolonging the job seeking process. The structure of this new program is outlined in Figure 13:



The government is providing the funding for this loosely defined project. With this action, they are placing trust in the agencies involved to use the money wisely and to the best of their ability.

The government will then decide whether they receive further funding based on their results. The most relevant aspect of this new program to this study is the new job developer role. The job developers will go into the community and talk to employers about hiring people as well as set up incentive programs to train individuals with special needs or who have a need for extra training. This program will hopefully enhance the connections between employment agencies, who have greater awareness of the needs of immigrant clients, and employers. This program is not specifically directed into integrating new Canadians to the labour market, however, the nature of the work being done is meant to more smoothly integrate minorities into the workforce and by default will have an impact on new Canadians.

## 5.0 DISCUSSION

### 5.1 *Immigrant friendliness as a criterion*

One of the limitations that prevent the Peterborough labour market from being immigrant friendly is the lack of a set standard to both visualize the issue of immigrant integration and to evaluate such integration. The NCCP, and in a less direct way local employment agencies, have been advocating for a local community that is more welcoming and open to new Canadians. However, there needs to be a set criterion by which to measure the progress that those efforts make. The creation of such a criterion needed to be based in the direct experiences of those who are affected. This criterion consists of a set of attributes of the labour market (Stake, 2004), which according to the interviews with NCCP clients are employment advertisement, hiring practices, equal opportunity employment and the deconstruction of preconceived ideas of immigrants. In addition, those same attributes were identified as being barriers for immigrants to be employed in Peterborough. The level of openness to newcomers of such attributes and the lowering of the barriers identified constitute the standard by which the Peterborough labour market is assessed.

### 5.2 *“Immigrant friendliness” of the Peterborough labour market*

The hiring practices of Small Business Employers of Downtown Peterborough are not “Immigrant Friendly”. The data analysis illustrated that there is a substantial gap between the way job postings are being advertised and the access that new Canadians have to them. This is mainly due to the heavy reliance on personal networks that employers expressed in the questionnaires. In addition, as it was described previously, most employers are not using accessible means to advertise job openings, such as the internet or the local newspaper. So far, the NCCP and most employment agencies offer access to computers with internet connection for free to enable jobseekers to search for postings throughout the web. While this constitutes a very important service for new Canadians, it proves to be insufficient, as not all employers use this mean to advertise.

On the other hand, the “Employment Assistance Program” of the Ontario Government, to be implemented in August 2010, does address the issue of access and aims to assist employment agencies in increasing such access. However, this effort will not be successful as long as the networking component of job-search and hiring practices is not acknowledged openly and included in the agenda of programs as such. Moreover, the approach that programs such as this have do not address the diversity among employers and their different hiring practices, which also influences the way jobs are advertised. Just Downtown Peterborough is the home to a wide variety of businesses, from family-owned to branches of national corporations. The integration of new Canadians into their workforce will have a significant impact in the sustainability of all these businesses in the future.

This is not to say that promoting more access to job postings for new Canadians is the exclusive responsibility of employers. This research has illustrated how there are several different stakeholders in the local labour market, which includes community organizations, employment agencies and local organizations for economic development. Since access to the labour market depends on social networks as much as on formal programs and services, the diverse actors involved in the maintenance of networks as well as the implementation of those programs and services need to be included in all discussions on the issue. Therefore the responsibility of easing the access for newcomers to the local labour market lies with all those stakeholders.

Bringing this issue back to our evaluation criteria, equal opportunity also entails equal access. An individual who was not only born and raised in Peterborough, but that also is dealing with issues of cultural and social adaptation, will never have the same access to the social networks through which job advertisement and hiring happen.

### ***5.3 Assumptions and presumptions inhibiting “immigrant friendliness”***

Employers may be willing to be immigrant friendly but do not fully grasp what this means and entails in today’s labour market. Ensuring that the workplace provides equal opportunity to new Canadians while still taking into consideration the struggle that new Canadians go through to adapt to a new work culture may sound like contradictory objectives. It

is clear that most employers in Downtown Peterborough would not openly discriminate against new Canadians and deny them job opportunities based on their nationalities, despite the fact that the findings did show that there still are employers who openly prefer Canadian-born employees. However, real equal opportunity comes with erasing preconceived ideas of the potential of new Canadians (such as their presumed low language abilities). Many employers continue to express stereotypes, thus constituting a less immigrant friendly labour market.

#### **5.4 *Communication and connection***

The connection of employment agencies to employers is not sufficient. Despite the presence of a job developer in the two employment agencies interviewed, which acts as the main connection to the employers; there is little knowledge among the employers about them. In addition, employers are often neither aware nor interested in knowing about employment resources, or about ways to make their work environments more accessible to new Canadians. This lack of interest from the employers is related to the way the issue of immigrant integration is framed. In this respect, the representative of the PSPC identified that “[this integration] *cannot be presented as a campaign [of good will]*” (2010), rather it should be presented as a necessary step for the sustainable economic development of the wider Peterborough community.

#### **5.5 *Government requirements and incentives***

There are not sufficient guidelines and requirements in place by the government to encourage integration and hiring of immigrants, to deal with discrimination in the workplace and to require diversity training and awareness in the workplace. As mentioned before, the steps that the government is taking are not group-specific and do not tackle the gaps that appear to inhibit certain sectors of the population, especially new Canadians, to find meaningful work in towns such as Peterborough. Neither do they address the diversity of businesses and employers and the different policies and practices they have in their respective workplaces.



### **5.6 *Community research focus***

Current research on the Peterborough labour market is focusing on the issues that an aging working population will bring to the local labour force. However, there is not a lot of research on who will eventually fill the labour demand in the future. It has been suggested that new Canadians will be key players in filling this labour demand, therefore this particular sector of the population needs to be recognized and included, as it was previously illustrated that Peterborough is one of the towns with the highest new Canadian population in Ontario. Steps such as the focus groups organized by the PPCII are important starts for that inclusion (Berry Merriam et al. 2010).

## 6.0 Recommendations

In order to start addressing the barriers that prevent the Peterborough from having an immigrant friendly labour market, we recommend the following:

### 6.1 *Better coordination between stakeholders in the local labour market.*

We recommend addressing the lack of connections and communication between employment agencies, employment counsellors and employers. Significant steps have already been made by the organization of conferences such as the "*Together We Prosper: Practical Resources for Immigrant Integration*", which took place on March 25<sup>th</sup>, 2010. However, just as the PPCII was created as a way to coordinate efforts for immigrant integration, it could either integrate or invite actors such as employment agencies, or economic development organizations. Or there could be a new initiative that coordinates stakeholders for the adequate integration of immigrants specifically to the local labour market. The

### 6.2 *Employer marketing of the necessity for "immigrant friendliness"*

*``If you intend to influence an audience, know its motivations and its idiosyncrasies and cast your reporting plans accordingly``*

*–Morris, 1987, p. 15*

We also recommend the employers with awareness of immigrant issues and methods to better integrate them in the workforce to be the ones promoting immigrant hiring, use of resources, etc. These employers have already been reached out by initiatives such as the focus groups organized by the PPCII. However these kind of initiatives need to count with mechanisms to follow up with employers interests and participation.

If employers, and not just community agencies, are promoting "immigrant friendliness", the marketing of conferences and workshops will be more effective. The promotion of immigrant integration into the workforce has to be subtle and can't look like a campaign. If encouragement

to integrate immigrants into the workforce comes from employers rather than community agencies, the influence will be more subtle and more effective than if employment agencies campaign the issue. This kind of marketing will reach beyond employers who are already aware of the need to become immigrant friendly, as well as the appropriate methods to do so.

Using this ‘employer to employer’ marketing strategy will reach a more diverse selection of employers including the many small businesses in downtown Peterborough who appeared uninterested in resources to better integrate immigrants into the workforce. This would be a more effective marketing strategy because rather than looking like a campaign by community agencies to include minorities in the workforce, it could be framed as a positive business decision that a fellow employers made and are now promoting because they saw the importance and necessity of integrating immigrants.

### **6.3 *More emphasis in personal networks for employment assistance***

We recommend that the workshops on job search strategies that organizations such as the NCCP and employment agencies conduct include a networking component. Such component should be focused on strategies on how to network and updates of community events such as job fairs, conferences and other happenings where individuals can practice those strategies.

In addition, programs such as the ‘Employment assisted services’ need to address the fact that in towns such as Peterborough, personal networks are more relevant than access to resources like the internet when it comes to looking for job postings.

### **6.4 *Building a sense of community***

We also suggest more focus on building a sense of community and celebrating diversity through more community outreach is necessary as well. The NCCP has been a pioneer in the organization of events that outreach a wide range of community members, with partnerships on events such as One World Dinner, etc. Therefore, more support for these kind of initiatives should be given. It is sometimes thought that small communities have the potential to deal with receiving immigrants more effectively because of the more personal nature of a small community and the ability to keep more people from falling “through the cracks”, however this

is only the case if the community is open and aware of what is required from a community which has a significant immigrant population.

The way to develop a sense of community which is “immigrant friendly” begins with awareness and visibility of the large immigrant population within Peterborough through cultural events and celebrations, in order that the Peterborough population become aware of how poignant these issues are in the community today. Through increased media (ie. articles in the paper, interviews on CHEX T.V., celebrations of the diversity in Peterborough, etc.), the people of Peterborough can be made aware of the importance of providing a smooth integration process for immigrants moving to this small city. Increased awareness can also inspire people by seeing the potential strengths diversity can bring a community such as Peterborough as well as the potential the Peterborough community has to create an open, welcoming community full of opportunities for people no matter what their race, ethnicity, nationality or native language.

### **6.5 Further research**

More research is necessary to determine how to more efficiently integrate immigrants into the Peterborough Labour force. Some issues to be looked into further include:

A more thorough definition of “immigrant friendly”, as our definition is preliminary and based on a small sample of twenty-two immigrants and three employment agencies.

A wider survey of businesses should be conducted as our sample was limited and biased to downtown businesses which are generally small, service oriented businesses.

Research into the effectiveness of the “Employment Assisted Services Program” will provide information on how this program is aiding the integration of minorities, which minority groups it is affecting the most, and why this is. This will make the process of creating effective programs to solve this issue more efficient.

This is a timely issue that necessitates contextual, as well as broader demographic research to understand how Peterborough is dealing with increased immigration itself as well as placing it within the wider, national context.

## 7.0 Conclusions

The Peterborough labour market is not “immigrant friendly”, yet. The data showcased in this research project illustrates that Peterborough employers need to take further steps towards learning about immigrant inclusion and integration. This integration has been proven to be essential in future processes of economic development at the community level, especially facing the impending labour shortage because of the large, rapidly aging population in Peterborough.

These issues however are not entirely the responsibility of employers. The Peterborough labour market is also dependent on many other factors which shape the way it functions. The most important of these factors are community and personal networks which were proven to be significant determinants in the ability of a newcomer to find a job. Therefore, networks need to be recognized and included in any agenda put forward by community organizations which aim to help immigrants fully adapt and integrate into the Peterborough Community.

In conclusion, no effort will be effective unless all stakeholders: new Canadians, employers, employment agencies, local community organizations and the Ontario Government are included in the discussion.

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## Appendices

### Appendix 1

| Peterborough CMA  |                                      |                           |          |            |                               |                       |                    |                      |
|---|--------------------------------------|---------------------------|----------|------------|-------------------------------|-----------------------|--------------------|----------------------|
| Immigrant Labour Force Activity, 2006                   |                                      |                           |          |            |                               |                       |                    |                      |
| New Immigrants (2001 - 2006)                            |                                      |                           |          |            |                               |                       |                    |                      |
|   | Total<br>Labour<br>Force<br>activity | In the<br>Labour<br>Force | Employed | Unemployed | Not in the<br>Labour<br>Force | Participation<br>Rate | Employment<br>Rate | Unemployment<br>Rate |
| Total<br>Population<br>by visible<br>minority<br>groups | 700                                  | 440                       | 360      | 80         | 260                           | 62.9                  | 61.4               | 18.2                 |
| Total visible<br>minority<br>population                 | 370                                  | 220                       | 175      | 45         | 150                           | 59.5                  | 47.3               | 20.5                 |
| Chinese   | 95                                   | 30                        | 20       | 0          | 65                            | 31.6                  | 21.1               | 0                    |
| South Asian   | 85                                   | 55                        | 55       | 0          | 30                            | 64.7                  | 64.7               | 0                    |
| Black   | 50                                   | 35                        | 25       | 0          | 15                            | 70                    | 70                 | 0                    |
| Filipino  | 0                                    | 0                         | 0        | 0          | 0                             | 0                     | 0                  | 0                    |
| Latin<br>American                                       | 65                                   | 55                        | 30       | 25         | 10                            | 84.6                  | 46.2               | 45.5                 |
| Southeastern<br>Asian                                   | 0                                    | 0                         | 0        | 0          | 0                             | 0                     | 0                  | 0                    |
| Arab  | 10                                   | 0                         | 0        | 0          | 10                            | 0                     | 0                  | 0                    |
| West Asian  | 45                                   | 30                        | 15       | 10         | 15                            | 66.7                  | 33.3               | 33.3                 |
| Korean  | 15                                   | 15                        | 15       | 0          | 0                             | 0                     | 0                  | 0                    |
| Japanese  | 0                                    | 0                         | 0        | 0          | 0                             | 0                     | 0                  | 0                    |
| Visible<br>minority,<br>n.i.e.                          | 0                                    | 0                         | 0        | 0          | 0                             | 0                     | 0                  | 0                    |
| Multiple<br>visible<br>minority                         | 0                                    | 0                         | 0        | 0          | 0                             | 0                     | 0                  | 0                    |
| Not a visible   | 335                                  | 220                       | 185      | 35         | 105                           | 67.2                  | 55.2               | 15.6                 |

Source: Statistics Canada 2006 Community Profiles



Appendix 2

**Semi-standardized interviews with NCCP clients:**

1. Introductions
2. Where did you immigrate from? How long have you been in Canada?
3. Have you attempted to get a job in Peterborough? What was your experience?
4. In which sector were you predominantly searching for jobs?
5. What does an “immigrant friendly workplace” mean to you?
6. What were some negative aspects to your experience job searching in Peterborough?
7. What were some positive aspects to your experience job searching in Peterborough?
8. What would you say is your biggest barrier to being employed in Peterborough?
9. If you have had jobs here in Peterborough, what do you believe was the reason they hired you?
10. What does the term “meaningful work” mean to you? What would you consider a meaningful job?
11. What would aid you in finding a meaningful job?
12. (If they have been here for a few years) What advice would you give to new immigrants looking for work in Canada?
13. Closing remarks?

Appendix 3

**Semi-Standardized Interviews with Employment Agencies:**

- 1) Do you receive immigrant clients? Tell us about your experience with them.
- 2) Is there a difference between in how immigrants and locals deal with unemployment? How so?
- 3) In your opinion, how difficult is it for immigrants to enter the labor market in Peterborough?
- 4) What barriers can you identify as the biggest for immigrants to find jobs in Peterborough?
- 5) How would you define an immigrant friendly work place?
- 6) How would you rate the openness of Peterborough employers to hire immigrants?
- 7) What suggestions do you often give to immigrants to find jobs in Peterborough?

Appendix 4

**Semi-Standardized Interviews with staff member from PSPC:**

1. Which services are currently in place to aid in integrating immigrants into the Peterborough workforce?
2. What strategies do you use to approach employers about issues of integration?
3. How responsive do you find employers to be to programming and services that aid them in integration?
4. What have been the biggest challenges identified by employers surrounding the integration of immigrants into the workforce? By PPCII?
5. What do you believe to be most important when dealing with issues of lack of employment for immigrants?
6. How responsive do you find the immigrant clients to be to recommendations to help find employment?
7. Do you have any final comments or suggestions?

Appendix 5



**Research on Employment Practices in Peterborough**

Field of Work: \_\_\_\_\_

Number of Employees: \_\_\_\_\_

1. How do you use to advertise job postings? (Circle what applies)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Labour Sites<br>(ex. Workopolis, Service Canada) | <input type="checkbox"/> Free Classifieds<br>(ex. Kijiji, Craigslist) | <input type="checkbox"/> Through Personal Networks |
| <input type="checkbox"/> Own business site                                | <input type="checkbox"/> Local Newspaper                              | <input type="checkbox"/> Local Labour Centers      |

2. In the last year, with regards to employment, has your business: (Circle one)

Laid off many people      Laid off a few people      Remained similar      Hired a few people      Hired many people

What was the reason for this?  
\_\_\_\_\_

3. When you look at a resume what is the most important element to you as an employer?  
(Rank them in order of importance on a scale from 1-9)

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Skills              | <input type="checkbox"/> Overall Experience | <input type="checkbox"/> Professional Appearance |
| <input type="checkbox"/> Canadian experience | <input type="checkbox"/> Overall References | <input type="checkbox"/> Canadian Certificates   |
| <input type="checkbox"/> Canadian References | <input type="checkbox"/> Education level    | <input type="checkbox"/> Resume format           |

4. When interviewing potential employees, how would you rate these factors from one to five (1 being the least important and 5 being the most important)?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Interpersonal skills | <input type="checkbox"/> Communication skills        | <input type="checkbox"/> Level of professionalism |
| <input type="checkbox"/> Severity of accent   | <input type="checkbox"/> Physical Appearance/hygiene |   |

5. Do you receive applications from recent immigrants? (Circle one)

Never.....Rarely      Not sure      Often      Very Often

6. Are there any immigrants currently employed in your business? (Circle one)      Yes      No

If so, how many? \_\_\_\_\_

7. Do you feel that the process of converting foreign credentials into Canadian credentials provides employers with a true picture of an immigrant's abilities and capacities? (Circle one) Yes No  
Why or Why not?

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8. Has your business/organization participated in diversity training? (Circle one) Yes No

9. Do you have guidelines in place to deal with issues of discrimination in your workplace? (Circle one)  
Yes No  
What are they?

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10. Given the nature and circumstances of your business, would you consider hiring immigrant employees?  
(Circle one) Yes No

Why or Why not? \_\_\_\_\_

11. Consider the following situation: You are a manager looking to hire a supervisor. You believe it is important for immigrants to be represented in the workplace and notice that immigrants are well represented in your workplace below the supervisory level but that all of the supervisors are Canadian born people. The three candidates for the supervisory position are:

1. *Mary Roberts is Canadian, qualified and appears very suitable for the position and she has worked for you for three years.*
2. *Peter Davis is a black immigrant from Trinidad who is inexperienced but seems to show initiative and a great deal of potential.*
3. *Ajmal Khan was recently laid off from a similar supervisory position in Pakistan. He is slightly less qualified than Mary but has excellent qualifications.*

Which course of action would you choose?

- Immediately recruit Ajmal Khan without any advertising or further interviewing.
- Advertise the position internally and promote Mary because she is the most qualified of all internal applicants.
- Without advertising the job promote Peter and provide intensive on the job training to facilitate his integration.
- Advertise internally and externally, short listing Mary and Ajmal; Select Ajmal because he is a visible minority.

12. Have any of the issues listed below arisen in your workplace? (Check all those that apply)

An immigrant employee was prevented an opportunity because of their ethnicity

Different performance levels from an immigrant employee than a Canadian employee  
(Circle one)    Higher            Lower

Difficulty for immigrants to adapt to the culture of Canadian workplaces

Other: \_\_\_\_\_

Discrimination towards an employee by another employee

No issues have arisen

Difficulties communicating with immigrant employees

How did you deal with it? \_\_\_\_\_  
\_\_\_\_\_

13. Are there any issues you feel would inhibit an immigrant from performing at the same calibre as a Canadian worker?  
(Circle one)                      Yes    No

If so, please describe them:

\_\_\_\_\_  
\_\_\_\_\_

14. How would you rank the ability for immigrants to find work in Peterborough? (Circle one)

Easy                      Somewhat difficult                      Difficult                      Impossible

Why? \_\_\_\_\_  
\_\_\_\_\_

15. What suggestions would you give to immigrants looking for jobs in Peterborough?

\_\_\_\_\_  
\_\_\_\_\_

16. The following services are available in your community to help Peterborough employers to promote the inclusion of immigrants (New Canadians) into the local labour market. Which of the following would you be interested in learning more about?

Accreditation Services

Technical Language Courses

Professional Licensing Assistance

Immigration Assistance

Diversity Training Services

17. Do you have any suggestions to improve these services or add additional services?

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If you are interested in learning more, please provide your email address: \_\_\_\_\_

18. Other Comments?

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*If you would like to participate further in this research or feel as though a question does not allow the space to answer accurately, please provide us with a way to contact you. We thank you for your time and participation in this project.*

*Xochitl Hernandez and Emma Taillefer*

