WRITTEN FOR CARIBOO-CHILCOTIN EMPLOYERS



Finding & Keeping Great People for Your Organization



Williams Lake Hiring Initiative

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YOU ASKED, WE LISTENED

The Williams Lake Hiring Initiative was launched by the City of Williams Lake as a response to challenges that the local business community has been facing in attracting and retaining human resources.

The 2017 wildfire season and evacuation of the city brought about major impacts to the local economy, and when businesses were able to reopen, they were challenged with not having enough staff in place to effectively do so.

After conducting over 50 one-on-one interviews with local employers, the Williams Lake Hiring Initiative soon discovered some common threads in terms of gaps that exist in hiring knowledge and expertise. It also became very clear that, as a community, we are not adept at using available opportunities like immigration programs to our advantage.

To address the themes emerging from our project outreach, we have compiled key insights into attracting and retaining talent and have put them in plain language.

Our hope is that this localized tool kit provides a practical resource that businesses can use as a guide for Human Resources Planning. Throughout the project we talked to employers about how they can become an "Employer of Choice". This toolkit is full of information to assist employers in achieving a healthy workplace and increasing employee retention.

Coinciding with this project, staff also acted as a member of the Cariboo Chilcotin Labour Market Strategy committee. This is an extensive study that looks at the Labour Market in the region, and identifies key trends in projected local market demands. The report is full of valuable information and is available on the CRD website: https://www.cariboord.ca/labourstudy

Many thanks go out to the members of the WL Hiring Initiative Steering Committee who helped guide and inform this work. Community Futures of the Cariboo Chilcotin, the Williams Lake and District Chamber of Commerce, Downtown Williams Lake Business Improvement Association, and WorkBC staff all contributed to the success of this project.

Finally, sincere appreciation goes to the many businesses that opened their doors and shared their hiring successes and challenges. Your time and insight were key to the success of this project.

We're All Interconnected

THE WORKFORCE ECOSYSTEM

Much like our natural ecosystems, a healthy workforce relies on an interconnected web of players working together to thrive and grow. Education providers, skills training institutions, economic developers, and community leaders all play a role in supporting employment.

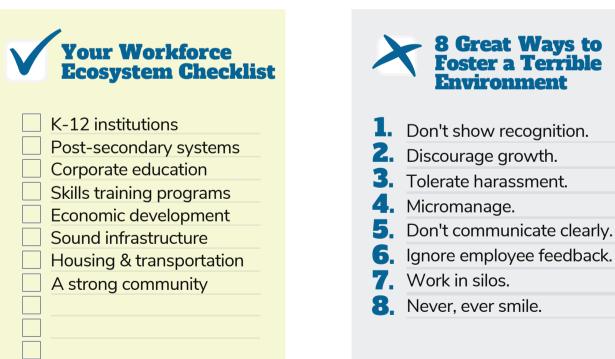
All the players are linked and all are important. Any one provider falling short places the entire system at risk.



YOUR WORKPLACE MICROCOSM

Although the greater elements of the Workforce Ecosystem may feel largely beyond your control, you can influence the finer aspects of your own Workplace Microcosm. This includes creating a positive and engaging atmosphere, and being careful to hire people that fit within this environment.

> The workplace culture that you create will directly impact the satisfaction, performance, and productivity of your team.



Sources & Further Reading

<u>The Healthy Workforce Ecosystem</u> (cael.org) <u>The Work Ecosystem - Understanding The Workplace Environment</u> (kinetic.co.nz) Human Resources isn't a thing we do. It's the thing that runs our business. – Steve Wynn, Wynn Las Vegas



Find Great People

Recruitment Strategy

HOW TOP EMPLOYERS KEEP RECRUITMENT TOP OF MIND

Some employers don't think about recruiting until they see a resignation letter on their desk. But keeping recruitment top of mind at all times is what sets great employers apart.



Top employers...

- have well written, up-to-date job descriptions
- know how to write an impressive job posting
- have a network at the ready when job openings happen
- aren't afraid to invest in a good compensation package
- have become proficient interviewers
- invest in a strong onboarding process
- are ready to hire foreign workers when needed
- keep employees happy with a good retention strategy

We've got your back: we'll cover all of these topics in this manual.

It pays to be prepared!

Top employers are forever on the lookout for potential new hires, when networking and socializing, even when they don't have open vacancies. It takes an average of 42 days to fill an open position, according to a 2016 study conducted by the Society for Human Resource Management, so it's important to think ahead.

Contractors vs. Employees

The first question is: do you even need an employee? Contractors (or freelancers) are a good choice for projects that require a specific set of skills either for the short term, like helping you write an Employee Handbook, or for ongoing projects like social media updates that only require a few hours per month.



Poor recruiting practices can hurt your business.

- It costs you time and money to replace and train new employees.
- Vacant positions mean business interruption and lost productivity.
- High turnover can cause low morale among remaining employees.
- Inconsistency in service can erode client satisfaction and loyalty.
- Thoughtless recruiting tactics can lead to discrimination complaints.

Sources & Further Reading

<u>Average Cost-per-Hire for Companies Is \$4,129, SHRM Survey Finds</u> (shrm.org) <u>A 5-step recruitment plan for small businesses</u> (bdc.ca) <u>Importance of Effective Recruitment & Selection</u> by Alex Saez (yourbusiness.azcentral.com) <u>The Pros and Cons of Hiring Employees vs Hiring Contractors</u> by Susan Ward (thebalancesmb.com)

Recruitment Strategy

IT'S ALL ABOUT THE FIT

According to Recruiting.com, one in four new hires will quit within six months. So how do we hire people that will be a good fit with the job, the team, and the culture?

| Hard Skills | | Soft Skills | | |
|--|----|--|--|--|
| the knowledge and abilities required for the job easy to measure objective | VS | personality traits that support the employee's fit in the job hard to measure subjective | | |
| Examples: | | Examples: | | |
| medical degree | | team orientation | | |
| carpentry trade | | strong communication | | |
| accounting designation | | problem solving | | |
| computer skills | | risk taking | | |
| language proficiency | | creative thinking | | |
| writing skills | | tenacity | | |
| | | | | |

As important as hard skills are, they aren't everything. Hard skills can sometimes be more "teachable" whereas soft skills are often innate character traits, either coming naturally or developed over many years. You have them or you don't. So if a candidate is missing a certain hard skill, like experience with a specific computer program, but scores high on all the soft skill questions, consider offering training as a condition of employment.

Site Visits: Because Fit Works Both Ways

If you've expanded your recruitment reach outside the region, and you have a key candidate in mind, hosting a site visit is a great way for the potential employee and their family to get to know you, your business, and the Cariboo-Chilcotin community.

Plan an organized itinerary including a tour of your business facilities and a staff meet-andgreet, but also be sure to feature schools, recreation centres, real estate offerings, shopping and dining, as well as job opportunities for spouses.

Showcase what the rural lifestyle has to offer with easy access to the outdoors and a safe place to raise a family. A good welcome involves the community as a whole, so involve the local Economic Development Officer, business associations, and business leaders like Rotarians.

Site visits are an opportunity for both the candidate and the employer to see if the fit is right, because a big part of recruitment is retention!

Recruitment Tactics

LET'S GO FISHING

It's time for a cheesy analogy – fishing! Hey, it's the Cariboo, the land of a thousand lakes. Let's run with it. Ask anyone who loves fishing and they'll tell you that reeling in the big one takes the right equipment, practice and skill, and knowing the best spots. So let's discuss:

- THE BAIT: A Competitive Compensation Package
- THE CREW: Your Recruitment Team
- THE FISHING SPOT: Where to Find Great People

May the holes in your net be no larger than the fish in it. - Irish Blessing

A Competitive Compensation Package

Money doesn't always talk. Employees today are placing more value on their time and autonomy than they used to. However, with a combination of monetary benefits, creative perks, and flexible work arrangements, a competitive compensation package may not cost you as much as you think.

Salary

Money isn't everything, but it's still important. Look to the market for the going salary for your vacant position, and be as competitive as your budget will allow. You may also consider adding an incentive program, a profit sharing plan or RRSP matching to sweeten the compensation package.

Benefits

Group insurance plans with options for health, dental, and life insurance benefits are popular with many employees. Extra paid vacation days (beyond the minimum required) are also a prized benefit. Opportunities for training and advancement are of particular benefit to younger applicants.

Flexibility

Employees are becoming increasingly aware of work/life balance, and they value having some control over their work arrangements. You might consider offering a compressed work week, reduced summer hours, alternative schedules outside the nine-to-five or the option to work from home.

Perks

Gym memberships, free snacks, company discounts, social events, paid volunteer opportunities – with a small budget and a big imagination you can come up with a suite of awesome "extras".

Consider working with others in the business community to offer reciprocal benefits for your employees. A cafe could provide a discount to staff at the local bookstore, and vice versa. The closely-knit business community of the Cariboo-Chilcotin makes this sort of arrangement possible. The money stays local and everyone wins!

And don't forget to promote key benefits of the community (goodbye air-conditioning, hello Cariboo sunshine!) and your organization, such as a purpose-driven mission prospective employees can get behind or a company culture renowned for its positivity.

Sources & Further Reading

<u>Beyond the Paycheck: Employee Perks to Negotiate</u> by Robert Half (roberthalf.com) <u>How to Recruit Employees for Small Businesses</u> by Susan Ward (thebalancesmb.com)

Recruitment Tactics



Your network may be wider than you think!

Your Contacts

Clients, suppliers, distributors, and your personal contacts can be great sources of referrals. Offer to share their future postings in return.

Your Employees

By asking employees to share your job posting, or upping the ante with signing bonuses, you can tap into their network of family and friends.

Your Competitors

Yeah, that's what we said. Work with similar businesses to bring in similar candidates. You can cost-share things like print ads or a booth at a job fair.

Recruitment Advisor

There are many head hunting firms or HR consultants that – for a fee – will assist with your recruiting. Before engaging the services of a recruiting firm, do your research to make sure the company has a good reputation and watch for hidden fees.

Local Employment Services

The Williams Lake <u>WorkBC Centre</u> offers a variety of employer services including a wage subsidy program for new employees who require work experience, a job board, and targeted marketing to their clients. All services are FREE. Contact them at 250-398-5133 or centre-williamslake@workbc.ca.



Like all of your marketing efforts, it's important to think of the audience when advertising a job. Find out who they are – and then go where they are. Factors like age, education, skill level, and geographic location will influence the types of media job seekers are using. If your strategy is to cast a wider net, you may find you have better luck when you use a mixed approach of traditional, digital, and unconventional advertising methods.

Canada's Job Bank

On Job Bank, your posts are automatically matched to qualified job seekers through Job Match. You receive a list of potential candidates who match your job requirements; you can check out their profiles and invite them to apply with one click. Employers looking to hire foreign workers are required to use the Job Bank as part of their recruitment. Check out jobbank.gc.ca/intro/recruitandhire for a great tutorial.

Digital Advertising

<u>Black Press Media</u> (print & digital) <u>LinkedIn Talent Solutions</u> <u>Craigslist</u> or <u>Kijiji</u> Postings on Facebook or other social networks Company website with easy-to-find Employment Opportunities section Email signature that includes "We're Hiring!" with link to posting

Other Online Job Boards

WorkBC BC Jobs Indeed Monster Zip Recruiter Horton Ventures

Specialty Recruiting

Professional associations Industry-specific job boards Recruitment agencies Student placement service Industry publications Job fairs

Job Posting Myths



IS YOUR JOB POSTING A SNOOZE FEST?

Let's blow up 3 of the biggest job posting myths.



A job description is an important (but long and boring!) document meant to guide employees throughout their employment. Among other things, it includes responsibilities, compensation, reporting structure, and performance measures. See Page 33 in this manual for tips on how to write one.



Job postings should focus on requirements and qualifications.

Obviously, critical job requirements should be stated in every job posting, including things like experience, education or travel required for the job. However, the bulk of the posting should be of interest to the job seeker including the pay and benefits package, flexible working hours, training opportunities or other perks.



Every job posting should follow a set format.

Many employers continue to use the standard (often dry) job posting format, but that doesn't mean you have to! Your job ad can be both appealing and professional at once.



While the job posting should be based on the job description, it should be more readable, and intended to attract quality candidates.

A job posting (or advertisement) is just that – an advertisement! Much like your regular ads are intended to attract customers, job ads should attract employees. Make the posting about the job seeker, not the company.



The job posting is your chance to really sell the job, the company, and the community to your ideal candidate.

Ask yourself what you have to offer the candidate. What makes your company unique and awesome? What sets you apart as an employer? Why should someone want to join the team? If you're looking to hire someone from outside the community, what does the city or town have to offer?



Being creative with your job posting will help it stand out in a crowded market.

Our attention spans are notoriously short these days. Keep your job posting as concise as possible and check out some of the creative tips on the next page.

Sources & Further Reading

<u>What's the Difference Between a Job Description and a Job Post?</u> by Megan Purdy (workology.com) <u>How to Write a Job Posting That Stands Out and Gets Results</u> by Rachel Pelta (flexjobs.com)

How to Write a Job Posting



- 1. Stay on brand. Use your logos, fonts, and tagline if appropriate. Write in the company's voice. Be creative yet professional.
- 2. Start the posting with a hook and keep it concise. Many people will not read to the end, so put important information up front.
- **3.** It's okay to use a catchy job title, but be sure it still includes relevant keywords that will turn up in a search.
- 4. List key requirements, but keep them brief. For some jobs, you can describe the required skills as personality traits. Use gender neutral terms to appeal to a wider audience.
- 5. Emphasize what you have to offer like good pay, benefits or other perks. Endeavour to sell the job, company, and community.
- **6.** Add testimonials from current employees for extra oomph.
- 7. Don't be shy to ask people to share!

IMPORTANT

If you think you may need to hire a foreign worker for your vacancy, the Government of Canada will require you to follow strict advertising and recruitment criteria, including what details must appear in the job posting. For more info, please see page 22 of this guide.

SAMPLE JOB POSTING



Do you love shoes? We do. In fact, we're a little obsessed. Leopard print wedge heels. Red patent leather Mary Jane's. A smart pair of tan Oxfords. Don't get us started on boots.

We are excited to be hiring a Customer Experience Representative!

WHO YOU ARE

- You describe yourself as a "people person" and have a passion for helping others.
- You have a flexible schedule and are able to work some evenings and weekends.
- You are comfortable operating a point-ofsale system, but don't worry, we'll train you.
- Last but not least, you love shoes!

WHO WE ARE

The Strut team is positive, professional, and cohesive. We offer a living wage, a generous benefits package, and a free pair of shoes each season. Yep, you heard that right. Free shoes.

"I love working at Strut. I feel appreciated and respected by the owners and I get along well with all of my coworkers. I consider them more like family now." - Lisa, Strut Team Member

To apply, send your resume and cover letter to this email address and please share this post with your shoe-obsessed friends!

Note: This sample has been written in a casual style, but you can still be compelling with a formal voice! See this blog for more great ideas.

Sources & Further Reading

<u>6 Awesome Job Postings That Blew Us Away</u> (recruitingsocial.com) Job Posting Template (betterteam.com)

ACING THE INTERVIEW: Not Just For Candidates

Too many employers have a cavalier attitude towards the interview process which only serves to undermine it. The fact is, interviewing is part art and part science, with each element having an important function.

HOW TO PREPARE...

AND WHY!

| Truly know what qualities, skills, and experience you're seeking. | If you don't ask the right questions, you'll never get the right answers. |
|---|---|
| Don't forget to build some questions around soft skills. | Personality traits and working styles will speak to the candidate's potential fit within the company. |
| Be sure to conduct at least half of the interview from a set list of questions. | Standardization levels the playing field and makes objective evaluation easier. |
| That said, leave room for questions that are specific to the candidate. | Your goal should be to get to know the candidate as best you can. |
| Ask follow-up questions to give the candidate a chance to add more. | You aren't trying to trick them; you want them to succeed and become your next star employee. |
| Know what answers you're looking for and build a scoring system. | Measurement helps to remove bias and provides some protection against discrimination. |
| Gather a panel of 2-3 people for the interview. | Two or more perspectives will increase your chances of choosing the best candidate. |
| Create a comfortable atmosphere and provide note paper, water, etc. | If the candidate performs well, you're more likely to see their best self. |
| Minimize distractions, be open- minded, and try not to interrupt. | Using effective listening techniques will help you to truly hear and understand what they're saying. |
| Sincerely thank them, ask if there are questions, and outline next steps. | Each candidate took time out of their schedule to prepare and show up. They deserve your respect too. |

See page 24 for tips on conducting barrier-free interviews.

Sources & Further Reading

<u>Conduct the Perfect Job Interview in Twelve Simple Steps</u> by Jeff Haden (linkedin.com) <u>Effective Listening Skills</u> (educba.com)

Interviewing

Types of Interview Questions & What You Get from Them

| | QUESTION | WHAT YOU GET | EXAMPLE |
|---|----------------------|--|---|
| 1 | Open-Ended | A sense of the candidate's motivations, working style, and attitude | Why do you want to work for this company? |
| 2 | Closed-Ended | The candidate's ability to conform to specific requirements | Are you willing to work weekends? |
| 3 | Behavioural | Examples of past experience applicable to the job | Tell us about a previous conflict with a colleague and how you resolved it. |
| 4 | Situational | An idea of the candidate's soft skills, like problem solving | A customer becomes irate and swears at you. What do you do? |
| 5 | Competency- Based | An idea of the candidate's hard skills that are pertinent to the job | Describe the process of scheduling a Facebook post using Hootsuite. |
| 6 | Outside-the-Box | Insight into creativity or potential fit within the organization | If you could be any TV character, who would you be? |
| | | How old are you? You may | v require experience, but hiring |



CHEAT

ILLEGAL QUESTIONS: Don't Be Sorry You Asked

Review the <u>Human Rights Code</u> to understand all of the characteristics that are protected by law.

- How old are you? You may require experience, but hiring (or not hiring) based on age alone is age discrimination.
- Are you dating anyone? Aside from being inappropriate, it is illegal to discriminate based on marital status.
- Have you ever been convicted of a crime? Instead ask for permission to conduct a criminal record check.
- Do you have kids? Sure, sick kids may require a few more family leave days but you cannot discriminate based on family status.

Sources & Further Reading

<u>4 Types of Job Interview Questions to Help You Dig Deeper</u> by Robert Half (roberthalf.com) <u>Types of Job Interview Questions</u> by Alison Doyle (thebalancecareers.com) <u>These Interview Questions Could Get HR in Trouble</u> by Dawn Onley (shrm.org)

Onboarding

ORIENTATION VS. ONBOARDING

Scenario 1

It's your new employee's first day. You'll give them a tour, make some introductions, and show them how the dishwasher works. For the rest of the day, they'll read some manuals and get set up on email. They'll have questions for a few weeks, and then orientation is complete.

Which of these two scenarios do you think has the best new hire retention rate? Companies are reaping the benefits of expanding the regular orientation process to include employee onboarding which instills a sense of belonging and guides successful fit into the organization.

Onboarding is an art. It is structured, but nuanced and individualized, and it should last well into the employee's first year. And don't forget cross-boarding! Integrating an internally transferred or promoted employee can be just as crucial to their morale and performance.

Scenario 2

Along with a comprehensive Employee Handbook, your new employee is given a guiz about their personality traits and interests. Today's mid-morning staff coffee break is a chance to have some fun, hear some of the guiz answers, and get to know the new person. Tomorrow, you'll take the whole team out for lunch. The new hire will be encouraged to take a few weeks to digest the Employee Handbook as they learn their new role. You'll schedule weekly check-ins for the first while, with an open door policy thereafter. One of your most dedicated employees will be assigned as an ongoing peer mentor to help them understand company culture, valued attitudes and behaviours, and unspoken social norms. At their one year anniversary, you'll bring in a cake.



Quality onboarding programs actually work!

- Increased Retention: A structured onboarding program makes new employees 58% more likely to be with the organization after 3 years.
- Increased Productivity: New hires who've experienced a standard onboarding process are 50% more productive.

Onboarding on a Budget

While larger companies pay big bucks for onboarding consultants and automated programs, it IS possible to create a stellar program with less. Other than the cost of time and effort, many onboarding activities such as team introductions, building tours, buddy programs, one-on-one meetings, and a solid Employee Handbook effectively cost you nothing. As Cheryl Strizelka, HR Director with tech company Design Interactive, Inc. says, "The most expensive part of onboarding is doing it wrong."

Sources & Further Reading

<u>Don't Underestimate the Importance of Good Onboarding</u> by Arlene S. Hirsch (shrm.org) <u>10 Employee Onboarding Statistics you Must Know in 2020</u> by Jen Dewar (saplinghr.com) <u>Effective onboarding can be done on a budget</u> by Yasmeen Qahwash (workforce.com)

DOES YOUR ONBOARDING PROGRAM GO FAR ENOUGH?

As we learned on page seven, many employees quit within their first six months. With that in mind, your onboarding program should last well into the first year with formal milestones at critical junctures.

Talya N. Bauer of Portland State University, an expert in employee socialization, has come up with a brilliant onboarding summary, The Four C's of Onboarding. Keep these in mind when developing your onboarding program

The Four C's of Onboarding

Compliance

| Employee Handbook |
|------------------------------|
| Company Policy |
| Occupational Health & Safety |
| Anti-Harassment |
| Confidentiality |
| Dress Codes |
| |

Clarification

| Key Tool: | Procedures Manual |
|-----------|---------------------------|
| Theme: | Job Specific Requirements |
| Examples: | Goals & Expectations |
| | Reporting Structure |
| | IT Orientation |
| | Brand Guidelines |

---- Traditional orientation programs often end here. ----

Culture

Key Tool:Meetings & Check-InsTheme:Organizational CultureExamples:Mission, Vision, ValuesAttitudes & BehavioursUnofficial Social NormsWork Ethic & Leadership Styles

Connection

| Key Tool: | Social Events & Mentorships |
|-----------|-----------------------------|
| Theme: | Relationship Building |
| Examples: | Employee Networking |
| | Social Events |
| | One-on-One Meetings |
| | Buddy Program |



Legal Reminder: Letter of Offer/Employment Contract

Don't forget the importance of a good employee contract – it is a legal document after all. The letter/contract is usually specific to the employee as it results from the job offer and negotiation process. Be sure to include start date, compensation and benefits, vacation and leave, duties and responsibilities, probation length (if applicable), and terms and conditions of termination. Both you and the employee should sign and keep copies.

Search "letter of offer of employment template" at bdc.com for a good example.

Sources & Further Reading <u>Employee Onboarding</u> (compliancelab.com) <u>The Onboarding Checklist That Puts Culture First</u> by Bryson Kearl (glassdoor.com) 10 things you need to include in an employment contract by Mikita Mikado (blog.pandadoc.com)

Immigration: Are You Missing Out?

THE PROBLEM

Canada's workforce, particularly in rural areas, has a supply and demand issue. Due to lower birth rates and retiring Baby Boomers, there are fewer Canadian-born workers available to fill vacancies within the workforce. At the same time, demand is increasing for more highly educated and skilled workers. Immigration, Refugees and Citizenship Canada (IRCC) projects that, in time, the number of Canadians leaving school and entering the workforce will only be enough to offset the number of retirements.

If we fail to adapt, we fail to move forward. – John Wooden

THE SOLUTION

Canada's solution to maintain a robust workforce for our economy is to open up an increased number of immigration spots per year to Canada. This is a competitive process that typically requires high levels of education, innovation, skills, and international expertise.



Together, we work.

Our success as businesses and as communities will depend on our ability to draw from the talents of ALL our populations.

- benefits of a **DIVERSE** workforce
- being able to compete successfully in a global economy
- 2. filling your current labour needs with high quality candidates
 - 3. planning your labour force needs with more certainty
 - 4. having a diverse, flexible, and vibrant workforce
 - 5. reducing turnover and increasing employee loyalty
 - **b.** tapping into fresh new approaches, ideas, and experiences
 - 7. attracting and serving clients from a broader customer base

What is an immigrant?

An economic immigrant is a foreign national who has chosen Canada as a place to live and work and, likewise, Canada has chosen them as a potentially valuable contributor to the economy. Immigrants are often confused with refugees who have been accepted into Canada for humanitarian reasons after being screened by the United Nations.

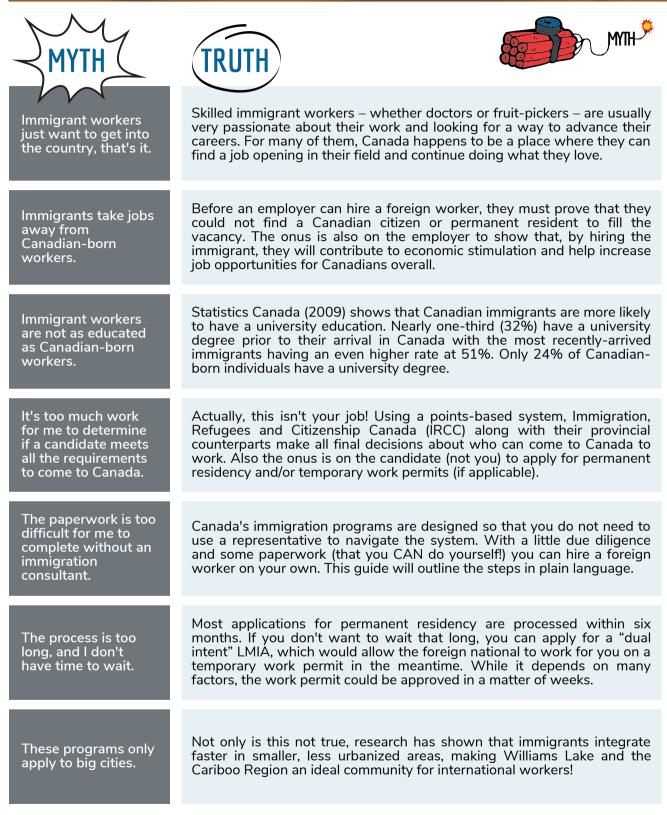
What is an LMIA?

The Labour Market Impact Assessment (LMIA) is a 14-page form from Employment & Social Development Canada (ESDC) a.k.a. Service Canada that will likely be at the heart of your application to hire a foreign worker. This form will prove that a Canadian or permanent resident could not be found to fill your job vacancy. See pages 22-23 for more info.

Sources & Further Reading

<u>IRCC Infographic: Immigration and Economic Growth</u> (canada.ca) <u>Hiring Immigrants Makes Good Business Sense</u> (immigration.simcoe.ca)

Foreign Worker Myths



Sources & Further Reading

Immigrants in the Hinterlands: André Bernard, 2008 IRCC Infographic: Immigration and Economic Growth (canada.ca) Hiring Immigrants Makes Good Business Sense (immigration.simcoe.ca) IRCC: Do you want to come to Canada as a skilled immigrant? (canada.ca) IRCC Express Entry: What employers need to know (canada.ca)

Who Can You Hire?

HIRE FROM WITHIN

If you are a Canadian employer looking to build a multi-ethnic workforce, you may find a wealth of diverse talent already in Canada and eager to work. As a bonus, these hiring options usually come with less red tape than when hiring abroad.

Canadian Citizens

It should go without saying that Canadianborn citizens – as well as those who have immigrated, settled, and taken the oath of Canadian citizenship – can be hired by your organization without any immigration red tape whatsoever. In fact, before you can hire a worker from outside Canada, you must prove that you've tried and been unsuccessful in hiring Canadian citizens or permanent residents for the job. See advertising requirements on page 22.

LMIA: Not Required

International Students

You may also hire eligible international students while they study in Canada, even as soon as they begin their studies, but note that there are certain restrictions. You should ensure the student has a valid study permit and you may want to ask for a letter of enrollment to confirm that they are studying full-time in an eligible program. They can only work up to 20 hrs/wk while classes are in session but can work full-time during scheduled breaks.

LMIA: Not Required

Temporary Foreign Workers

Some Temporary Foreign Workers (TFW) who are already here in Canada are eligible to be rehired by another employer once the contract is complete. Most work permits, however, are specific to the employer, occupation, and conditions of work, so the TFW would need to apply for a renewed work permit at least 30 days before the original permit expires. You, as the employer, will likely need to apply for a Labour Market Impact Assessment.



Sources & Further Reading

<u>IRCC: Understanding permanent resident status</u> (canada.ca) <u>IRCC: Hire international students and post-graduates</u> (canada.ca) <u>IRCC: Hire a temporary foreign worker</u> (canada.ca) <u>IRCC: What is an open work permit?</u> (canada.ca)

Permanent Residents

Permanent residents are individuals who have already immigrated to Canada but haven't applied for citizenship and thus remain citizens of other countries. Permanent residents are authorized to work for any employer they wish, with the exception of certain jobs requiring a high security clearance. They cannot vote or run for political office, but otherwise have the same rights, freedoms, protections, and obligations that Canadian citizens do.

LMIA: Not Required

International Post-Graduates

Foreign students who have completed a program of at least eight months at an eligible Canadian institution may apply for a Post-Graduation Work Permit. These permits are open, allowing them to work for any eligible employer in Canada for up to three years, depending on the length of their study program. It is up to the foreign worker to apply for a work permit. Students with work experience may be eligible to apply for permanent residence.

LMIA: Not Required

Open Work Permit Holders

Open work permit holders may include spouses of skilled workers, refugees or other foreign nationals in unique situations. They are TFWs without employer-specific restrictions which allows them to work for any eligible employer in Canada. They do not need to renew their work permit to begin working for a new employer. Some, however, have restrictions on the location or occupation, so be sure to check the work permit yourself.

LMIA: Not Required

Who Can You Hire?

If you have vacancies within your organization for which you are unable to find Canadians or permanent residents to hire, Canada's immigration programs are meant to help you fill those gaps.



Permanent Resident Applicants

(awaiting approval before being hired)

A foreign national who wishes to apply for permanent residence in Canada must create a profile in Express Entry, a system used by Immigration, Refugees and Citizenship Canada (IRCC) to manage applications. Express Entry candidates are awarded points based on various factors that will contribute to their successful immigration to Canada. Candidates seek valid job offers from Canadian employers in order to gain more points, which will increase their chances of being invited to apply for permanent residence. An LMIA is required in most cases to support a job offer made to an Express Entry candidate.

If you choose to wait and hire the worker only after their permanent residency is approved, the LMIA will have no fee. LMIAs are usually processed within a few weeks. Once candidates are invited to apply for permanent residency, they have 60 days to submit an application. These applications are normally processed within six months.



Temporary Foreign Workers

The Temporary Foreign Worker Program (TFWP) allows you to hire foreign workers to fill temporary labour and skill shortages. It is not part of the Express Entry system which is designed to facilitate permanent residence applications, but it can be a step toward permanent residence in Canada. Most TFWs in BC are hired for seasonal work, such as farming. You must apply for an LMIA and the foreign national must apply for a work permit.



Sources & Further Reading

IRCC: Check processing times (canada.ca)

Permanent Resident Applicants

(working in Canada while they wait)

If you would like the foreign national to be able to work for you while IRCC processes their application for permanent residence, then you will need to apply for a "dual intent" LMIA (and pay a non-refundable fee of \$1000) which can be used by the candidate both for additional points in Express Entry and to apply for a temporary work permit. The foreign national must submit an application for a temporary work permit, including a copy of the LMIA, and pay the \$155 work permit processing fee. Work permit application processing times vary based on a number of factors including the country from which the foreign national is applying and whether or not biometrics or medical exams are required. You can check current processing times on the Government of Canada's website.

LMIA: Required

(fee still applies)

International Mobility Workers

You may be able to hire foreign nationals from <u>visa-exempt countries</u> (including the USA, Australia, most countries in Europe, and more) without having to obtain an LMIA. Instead, you would request an "<u>opinion</u>" from the International Mobility Workers Unit to find out if an LMIA or work permit exemption applies. Specific types of workers such as airline personnel, TV or film crews, religious workers, and others may also be <u>LMIA-exempt</u>. In these cases, you would use IRCC's Employer <u>Portal</u> to submit your offer of employment info, pay the \$230 Employer Compliance Fee, and provide your offer of employment number to your candidate so they can apply for or extend their work permit.

LMIA: Not Required

IRCC: Work in Canada (canada.ca) IRCC: Immigrate to Canada (canada.ca)

<u>IRCC: Hire foreign workers</u> (canada.ca) <u>IRCC: Immigrate to Canada</u> <u>ESDC: Temporary Foreign Worker Program</u> (canada.ca) <u>ESDC: Hire a skilled worker to support their permanent residency</u> (canada.ca)

Economic Immigration, Decoded

THE PROCESS IN A NUTSHELL

At first glance, economic immigration seems very complicated, but once you know all the steps and what exactly you have to do, it may not seem as daunting. **This section summarizes the process of hiring foreign workers from non-visa-exempt countries who wish to become permanent residents of Canada.** Note: this process is different when hiring International Mobility Workers (see page 19), Temporary Foreign Workers, live-in caregivers, and workers utilizing other immigration programs not covered in this booklet.

7 Steps to Hiring Permanent Residence Applicants



1. The candidate creates an Express Entry profile.

The Government of Canada's Express Entry system is used to manage permanent residence

applications under any of the economic immigration categories, including Federal Skilled Workers, Federal Skilled Trades, and Canadian Experience Class. Creating the profile takes about an hour and there is no charge to do so. It is the candidate's responsibility to have any required Educational Credential Assessments performed by one of the IRCC-designated organizations.

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2. IRCC ranks the candidate based on factors that will contribute to their successful immigration to Canada.

Individuals meeting the criteria of at least one of the three above programs will be accepted into the Express Entry pool of candidates and given a score based on the Comprehensive Ranking System which awards points for factors such as age, education, proficiency in Canada's official languages, and work experience. Candidates receive extra points for valid job offers: 50 points for NOC 0 (managerial), NOC A (professional) or NOC B (technical or skilled trades) or 200 points for NOC 00 (executive/senior management). Those that receive a nomination under the BC Provincial Nominee Program (BC PNP) are given 600 extra points which is generally enough to make them eligible to apply for permanent residence to IRCC for themselves and their dependants. BC PNP is a program that allows the Province to select a limited number of prospective immigrants to help meet BC's labour market needs.

The PNP is vital to the BC economy, having attracted more than 44,000 workers and entrepreneurs to the province between 2001 and 2017. And the good news for you? PNP nominees do not require an LMIA. Instead, you would use IRCC's <u>Employer Portal</u> to submit your offer of employment information, pay the \$230 <u>Employer Compliance Fee</u>, and provide your offer of employment number to your candidate so they can apply for (or extend) their work permit. Please visit <u>welcomebc.ca/PNP</u> for more information about the BC PNP. If you have questions, please contact PNPInfo@gov.bc.ca.



3. An employer with a "positive" LMIA makes a valid job offer to the candidate.

Candidates with a good knowledge of English or French, a high level of education, and work experience in a skilled occupation may qualify for permanent residence on their own without any assistance from you as the potential employer and, once they do, they can work for almost any employer in Canada. If, however, you wish to support a potential employee's application - which would give them extra points - you can make a valid job offer through Express Entry. The offer must be for at least one year after they receive a permanent resident visa and, in most cases, it must be supported by a "permanent" LMIA from ESDC/Service Canada which will show that you need to hire the foreign worker because you've been unable to find Canadians or permanent residents to fill the job vacancy. LMIAs are usually processed within a few weeks.

The bulk of your work as an employer will be in this step. On pages 22-23, we'll give you a to do list.

Sources & Further Reading

IRCC: How Express Entry works (canada.ca) BC PNP Employer Requirements (welcomebc.ca) IRCC: How we rank your Express Entry profile (canada.ca) IRCC: What makes a job offer valid under Express Entry? (canada.ca)

Economic Immigration, Decoded



4. The candidate adds the LMIA and job offer details to their Express Entry profile.

Once you obtain the LMIA, your intended employee will add this information to their Express Entry profile to obtain bonus points, which will push the profile up the ranking list of candidates. You should be aware that there is no guarantee that the candidate will have enough points to be selected from the pool even with the bonus points from the LMIA. Much will depend on their other personal factors, such as age, level of education, language ability, and so on.



5. The candidate applies for a Temporary Work Permit, if applicable.

If you apply for a "dual intent" LMIA, it will allow your potential employee to apply for a temporary work permit (if they do not already have one) to begin working for you while IRCC processes their application for permanent residence. Work permit application processing times vary based on a number of factors, but they can be processed in a matter of weeks.

If the candidate's points are still quite low, even with the dual intent LMIA, they will obtain bonus points in their Express Entry profile after 12 months of full-time work in Canada. This will again boost their profile ranking within the pool and increase their chances of being invited to apply for permanent residence.



6. IRCC invites the highestranked candidates in the Express Entry pool to apply for permanent residence.

Every couple of weeks the Government of Canada conducts draws from the Express Entry pool in which the highest-ranked candidates are invited to apply for permanent residence. From this point, candidates have 60 days to submit an electronic application for permanent residence and pay the application fees.

It is difficult to predict how long a candidate will remain in the Express Entry pool before being issued an invitation to apply for permanent residence in Canada. It depends on the score of the candidate and their ranking against the others in the pool. Express Entry profiles remain valid for 12 months after which they can be recreated for another 12 months free of charge.



7. The candidate applies for permanent residence and IRCC processes the application.

Once a candidate is selected from the Express Entry pool and has submitted a complete application for permanent residence, IRCC will verify their eligibility and admissibility criteria. This evaluation is generally completed within six months.

Once the permanent residence is approved, the candidate can travel to Canada to begin their job, if they aren't already working with you under a Temporary Work Permit.

BEFORE YOU BEGIN

Is your candidate from a visa-exempt country? If so, the process may be a little simpler for you. See page 19 for information on International Mobility Workers.

Does your candidate have a BC PNP nomination? You aren't required to obtain an LMIA to hire a BC PNP-nominated candidate. See page 20 for more on this program.

What is the position's National Occupational Classification (NOC) code? Express Entry is only open to jobs in Skill Type 0, or Skill Level A or B. Search "find your NOC" at canada.ca.

Do you have all required documents? You will need to submit proof with your LMIA to show that your business and job offer are legitimate. Search "business legitimacy" at canada.ca to find the list.

Sources & Further Reading <u>BC Provincial Nominee Program for Employers</u> (welcomebc.ca) <u>IRCC: What is a Labour Market Impact Assessment?</u> (canada.ca) <u>IRCC: LMIA-exempt job offers – skilled immigrants (Express Entry)</u> (canada.ca)

How to Hire an Immigrant

What You Need to Do to Hire a Permanent Foreign Worker



TO DO

LIST

Advertise your job using the required methods, duration, and format.

Before you can hire a foreign worker, you must prove that you have tried and been unable to recruit qualified Canadians and permanent residents. If the workplace is unionized, you must consult the collective agreement and work actively with union representatives throughout this process.

Methods: You must conduct at least three different recruitment activities, and one must be the Government of Canada's Job Bank. The additional two methods may include employment websites; newspapers; postings at local stores, places of worship or community centres; employment centres; job fairs or recruitment agencies. If these two methods are online, they must each have unique value and reach different audiences. For low-wage positions, methods must target at least one underrepresented group: new immigrants, Indigenous persons, youth, and persons with disabilities.

Duration: The job advertisement must occur in the three months prior to submitting the LMIA and run for a minimum of four consecutive weeks within this time. At least one of the three recruitment activities must be ongoing until the date a positive or negative LMIA has been issued.

Format: The required job posting information includes: company operating name and address, position title, job duties, terms of employment, language of work, wages, benefits (if applicable), location(s) of work, contact information, and skills required.

Proof of these activities will be required. Recruitment guidelines vary based on the type of job offered. Please visit the IRCC website for more information.



Apply for a Labour Market Impact Assessment (LMIA) from ESDC/Service Canada.

This 14-page form called EMP5593 from ESDC/Service Canada is at the heart of your bid to hire a foreign worker. It will ask you to outline details of your business; labour market impacts; job offer details; work location; hours, pay, and benefits; recruitment activities; hiring process; and the type of application you are making. Several supporting documents are required.

You have two choices with the LMIA:

- 1. You may hire the foreign national only after their immigration application is processed and the permanent residence is approved. This will take more time, but there is no processing fee.
- 2. You may hire the foreign national to work for you on a temporary work permit before or while their permanent residence application is being processed. In this case, you will need to apply for a "dual intent" LMIA and pay a \$1,000 fee. There will be no refund in the event of a negative or withdrawn LMIA.

If ESDC agrees that you have done all you can to recruit qualified Canadians and permanent residents, and there is a need for a foreign worker, the employer will get a positive LMIA. For more info, please consult the ESDC/Service Canada website or their Employer Call Centre at 1-800-367-5693. And don't get lost in the jargon. You will find that the "permanent" LMIA form uses the term "Temporary Foreign Worker" to refer to the candidate, even though the aim is permanent residence. This terminology is used because all LMIAs are issued under the Temporary Foreign Worker Program. Also note that LMIAs are not required for International Mobility Workers (see page 19) or BC PNP-nominated candidates (page 20).

Sources & Further Reading

ESDC: Recruitment and advertising (canada.ca) IRC ESDC: LMIA questions and answers (canada.ca) IRC ESDC: Apply for LMIA + download the form (canada.ca)

<u>IRCC: Find out if you need an LMIA</u> (canada.ca) <u>IRCC: Employer outreach presentation</u> (canada.ca)

How to Hire an Immigrant

S Verify that your candidate has the training, experience, certifications, registrations or licensing to perform the work in Canada.

Candidates are advised by IRCC to have their credentials assessed to identify the Canadian equivalencies. This costs the worker time and money, so they are advised to begin the process ASAP.

In the case of regulated professions where the applicant does not yet have the proper certifications, before issuing a work permit, IRCC will assess whether they are likely to qualify for certification when in Canada.

While it is up to the worker to have the credential assessments completed, and it is up to IRCC to make the final approvals, it is important for YOU, as the employer, to know if the candidate has a good chance of approval. You don't want to invest this much effort only to have your applicant declined on a technicality.

IRCC uses a Comprehensive Ranking System (CRS) – a transparent, public, and objective methodology – to determine whether an Express Entry candidate is issued an invitation to apply. Your potential employee can calculate their CRS score using the online tool. Search "CRS tool" at canada.ca. (For reference purposes only.)



Make a valid job offer to the candidate.

A valid job offer varies slightly among the entry programs, but in general it is full-time, non-seasonal, for at least one year, and in a skilled job listed as Skill Type 0 (managerial), Skill Level A (professional) or Skill Level B (technical/skilled) in the NOC. The offer must be in writing and include details such as pay and deductions, job duties, and conditions of employment such as hours of work.



Provide the candidate with a copy of the LMIA, a job offer letter, and an employment contract.

Inform the applicant to either create an Express Entry profile or update their existing profile with the employer information, job start date, NOC, and LMIA number. With your job offer, the candidate will receive more points in the Express Entry pool, making them more likely to receive an invitation to apply for permanent residence. Once you make the job offer, the onus is on the candidate (not you) to apply for the work permit and/or permanent residence.



Ensure the worker is authorized to work.

Once the foreign worker arrives in Canada, if they are working for you on a Temporary Work Permit, you must check the duration of the work permit; verify that it is for the employer, occupation, and location named on the LMIA; and keep records of the number of regular and overtime hours the foreign worker has worked on a weekly or monthly basis.



Provide a job for the candidate that is legal, fair, and safe.

You are expected to pay the foreign worker, at a minimum, the posted prevailing wage or within the range being paid to your current employees working in the same occupation and location, if this rate is higher than the prevailing wage. You must also refrain from forcing foreign workers to perform duties for which they were not hired. All workers are protected under Canadian laws and human rights and this includes paying for all work, providing a safe and healthy workplace, and allowing for proper breaks and days off.

Sources & Further Reading

 IRCC: Hire permanent workers (canada.ca)
 ESDC: Wages and working conditions (canada.ca)

 ESDC: Hire permanent workers (canada.ca)
 IRCC: How dual intent is assessed (canada.ca)

 IRCC: How to make a job offer (canada.ca)
 IRCC: Get your credentials assessed in Canada (canada.ca)

 The Canadian Information Centre for International Credentials (cicic.ca)
 Cicic.ca)

Find a Foreign Worker

Recruiting, assessing, and hiring foreign workers has its challenges, but with a little patience and an open mind, you may find it's easier than you think.

Attracting Diverse Talent

Finding more culturally-diverse candidates may require you to try new recruiting tactics:

- diversify your networks to include New Canadians
- network with other employers with a diverse workforce
- advertise placements at immigrant-serving organizations
- recruit via established educational programs
- create a policy that welcomes and encourages all applicants
- provide diversity training to all employees
- indicate in your job posting that your workplace is inclusive and welcomes diversity

Overcoming Language Differences

Assess what language skills are needed for the job. Some jobs may not require a high level of proficiency while others may need specific jobrelated language abilities.

Realize that language weaknesses can be overcome. On-the-job experience or language training can help.

Don't be fooled by accents. Some accents misrepresent a candidate's proficiency in English or French.

Remove language barriers when recruiting. Use plain language, free of jargon and slang, in your job postings.

Evaluating Resumés

In Colombia, a resumé must include a photograph, date of birth, marital status, and other personal information. In England, resumés often include graphics and must include an applicant's high school grades. Don't assume a resumé with a different format is unprofessional.

Using Canada's Job Bank

Skilled foreign worker candidates that have already qualified to enter the Express Entry pool are required to register with Canada's Job Bank. Employers looking to hire foreign workers are also required to use the Job Bank as part of their recruitment.

When you post on Job Bank, your jobs are automatically matched to qualified job seekers through Job Match. You will receive a list of potential candidates who match your job requirements. You can invite them to apply with one click.

Check out jobbank.gc.ca/ intro/recruitandhire for a great tutorial.

Conducting Barrier-free Interviews

Your job is to provide a comfortable setting for the candidate and help them bring out their best selves:

- speak clearly and avoid slang or acronyms
- ensure the question is understood by the candidate and paraphrase when needed
- allow the candidate time to expand their thought process
- realize that taking credit for successes may not be appropriate in some cultures
- be aware that maintained eye contact is not a universal norm
- focus on what the applicant is saying and pardon any accent

Sources & Further Reading

 WorkBC Job Board (workbc.ca)
 ESDC Essential Skills Profiles (canada.ca)

 Immigrant Employment Council of BC (iecbc.ca)
 Welcome BC Career Profiles (welcomebc.ca)

 Hire internationally trained workers (welcomebc.ca)
 Welcome BC Career Profiles (welcomebc.ca)

 BCIT's International Credential Evaluation Service (bcit.ca)
 ESDC/Service Canada's tools, assessments, and training supports (canada.ca)

 Hiring Immigrants Makes Good Business Sense (immigration.simcoe.ca)
 Immigration.simcoe.ca)

Retain Your Foreign Worker

If you take a few simple measures at your workplace to facilitate onboarding and integration, your foreign worker might just become one of your most loyal employees.

Making Reasonable Accommodations

As per the <u>Canadian Human</u> <u>Rights Act</u> and the <u>BC</u> <u>Human Rights Code</u>, employers have a duty to accommodate workers to remove discriminatory barriers based on race, national or ethnic origin, colour, and religion, among other things.

Sometimes employees selfidentify when they require accommodation, but often, out of embarrassment or fear, they do not. Either way, once the potential need for accommodation is identified, it is incumbent upon you to take action while respecting the dignity and privacy of the employee.

For further details, search "Duty to Accommodate: A General Process For Managers" at canada.ca.

Employer's Road Map by the Government of Canada

Many of the tips in this guide came from the Government of Canada's "Road Map", a highly recommended resource with tips for recruiting, assessing, hiring, integrating, and retaining internationally trained workers. Search "roadmap internationally trained workers" at canada.ca.

Creating an Inclusive Workplace

- create a climate where all workers are welcomed by their colleagues and managers
- provide a formal orientation program that makes new workers feel valued and included
- assign appropriate mentors to new employees to help them feel more welcomed
- connect newly arrived workers with community supports that will help them settle
- support all workers who are furthering their education
- celebrate your cultural diversity in newsletters or social events
- identify workers to champion diversity in your organization and give them the resources to create an inclusive culture

Supports for You

IRCC Outreach Officers Email: IRCC.DNEngagement @cic.gc.ca

ESDC/Service Canada's Employer Call Centre Toll free: 1-800-367-5693

<u>Welcome BC Employer</u> <u>Resources</u> (welcomebc.ca)

Immigrant Employment Council of BC (iecbc.ca)

<u>Welcome BC: Retain Your</u> <u>Workers</u> (welcomebc.ca)

IRCC: Compare Express Entry programs (canada.ca)

<u>BC Provincial Nominee</u> <u>Program</u> (welcomebc.ca)

Hiring and Retaining Skilled Immigrants: A Cultural Competence Toolkit by the HR Management Association (cphrbc.ca)

Supports for Your Worker

Cariboo Chilcotin Partners for Literacy – Immigrant Services Centre (caribooliteracy.com) #302-172 North 2nd Ave. Williams Lake, BC V2G 1Z6 1-778-412-9333

<u>Migrant Workers Centre</u> (mwcbc.ca) 1-888-669-4882

<u>BC Newcomers Guide</u> (welcomebc.ca)

<u>Career Paths for Skilled</u> <u>Immigrants Program</u> (welcomebc.ca)

Immigrant and Multicultural Services Society of Prince George (imss.ca)

For more info about Employee Retention, see Part 2 of our guide coming right up...

To win the marketplace, you must first win the workplace. - Doug Conant, Former CEO, Campbell's Soup



Keep Great People

Employee Retention

FINDERS KEEPERS

The Business Dictionary defines employee retention as "an EFFORT by a business to maintain a working ENVIRONMENT which SUPPORTS current staff in remaining with the company."

We took the liberty of emphasizing three key words in the above definition:

- **1.** It takes thoughtful EFFORT care, attention, time, and resources to retain employees in the longer term.
- 2. Retention is all about the ENVIRONMENT in which the employee works, whether it's how they are utilized, recognized, compensated or integrated.
- **3.** And while it is the employee's job to support your organization's mandate, likewise it is your job to SUPPORT the employee.



Turnover affects the bottom line.

According to the Work Institute's 2017 Retention Report, it costs \$15,000 to replace an employee who earns \$45,000 per year.

Direct turnover costs include:

- severance & other exit costs
- recruiting a replacement
- onboarding the new person

Indirect turnover costs include:

- lost productivity & engagement
- lowered employee morale
- interrupted client services



External factors do play a role.

Turnover is always a threat, but the risk is greater during periods of:

- low unemployment, when it becomes a job seeker's market
- demographic shifts, especially now with retiring Baby Boomers
- extraordinary struggle, such as the 2017 wildfire exodus



There once was a boss from the Fifty Who cancelled group insurance to be thrifty His staff all said "Bye!" And he found out why Retention plans are incredibly nifty

Feeling the Burn

A 2018 LinkedIn study found that Canada ranked fourth in the world in employee turnover with an average of 16%. Other recent studies have found that 95-96% of Canadian workers were feeling symptoms of burnout. Wow. Do these two things go hand in hand?

Here's one more statistic, but this one comes with some good news: you can prevent 75% of the causes of employee turnover (Work Institute's 2017 Retention Report). This is where your Retention Strategy comes into play.

Sources & Further Reading

Employee Retention (businessdictionary.com)

<u>Study: Turnover costs employers \$15,000 per worker</u> by Valerie Bolden-Barrett (hrdive.com) <u>What You Need to Know About the Cost of Employee Turnover</u> by George Dickson (blog.bonus.ly) <u>Saying Goodbye: What is the Cost of Employee Turnover for your Business?</u> by Sarah Pern (enboarder.com) <u>Canada ranks 4th globally for highest employee turnover</u> (hrreporter.com) <u>More than 9 in 10 Canadian workers feel burned out: study</u> by Levon Sevunts (rcinet.ca)

Employee Retention

It might be helpful to think of your retention strategy as a method of continuous recruitment: you want to keep your employees from being recruited by someone else.

TOP 10 ELEMENTS OF A STRONG RETENTION STRATEGY

Recruitment



How do you keep good employees? First you have to find them. See pages 6-9 for recruiting strategies and tactics. It's also critical to have insight into why the good ones are leaving in

the first place. Always conduct exit interviews.



Compensation

Salary, benefits, flexible working arrangements, and perks are all critical pieces of a competitive compensation package. See page 8 for a recap. However, compensation itself is only one piece of a good retention strategy, so keep reading.





Retention begins on day one. A 6-12 month structured onboarding process ensures new employees are guided into a strong fit within the organization. Review the Onboarding section on pages 14-15. Don't forget to emphasize Culture and Connection, and the power of mentorships.

Work/Life Balance

Whenever possible, respect the employee's off time keeping texts, emails, and calls to a minimum. Be mindful of the employee's workload and encourage time off after busy periods. Setting a good example is especially helpful when it comes to work/life balance.



This one is critical. Employees should never feel like they can't come to you if they're having trouble. In fact, you should make communication a routine so that the employee doesn't have to come to you at all. It can be as simple as asking about their workload or if they need a few days off. Also, watch for warning signs of burnout like more sick days or a change in behaviour. Communication usually fosters engagement and accountability, so it's good for everyone.



Encouraging overall health and wellness has far-reaching benefits – healthy employees mean a healthy company. Offering gym memberships, free counselling services or healthy snacks in the break room are all great options.



Most people appreciate being rewarded for their work, whether it's just a big public pat on the back or a bonus (or both). On the flipside, people really dislike it when their managers blatantly take credit for their work. Note that a reward doesn't have to be grandiose – a gift certificate or an extra day off go a long way.



Opportunities for training, career development, and a clear path to advancement are all highly motivating to employees, especially those just starting out in their careers.



Creating a positive environment is easier said than done, but you can lead the way by exuding a positive attitude yourself, encouraging team work, celebrating team successes together, and dealing with the bad apples.

10 Knowing When Key tool: To Fold 'Em management training

Do you have an important employee who's also been making inappropriate comments, bragging about his/her accomplishments, stealing others' lunches, and scaring off new recruits? Are you afraid of losing their organizational knowledge and great sales record? It's time to put on your manager pants. Decide what the organization stands for and who is the best fit. If sensitivity training, stern warnings, and consequences don't work, it might be time to make some difficult decisions for the good of the company.

Sources & Further Reading

<u>Effective Employee Retention Strategies</u> by Robert Half (roberthalf.ca) <u>Boost Your Hiring Efforts With a Workplace Wellness Program</u> by Robert Half (roberthalf.ca)

The Multigenerational Workforce

IT'S HERE - AND IT WORKS!

How many generations are currently represented in your team? Chances are there's more than one.



Our workforce is now made up of an unprecedented five generations:

- 1. Silent Generation (1925–1945) 2. Baby Boomers (1946–1964) 3. Generation X (1965–1980)
- 4. Millennials (1981–1995)
- 5. Generation Z (1996–later)

Age diversity can result in a positive, productive workplace or a negative environment filled with challenges.

A one-size-fits-all approach will not suffice in a workplace with multiple generations.

Today's managers must be nimble enough to adjust their recruitment strategy, rewards structure, and even leadership style for each age group. With thoughtful HR planning, you too can reap the benefits of a multigenerational workforce.



Age-diverse teams are good for business!

Research shows mixed-age teams perform better, have higher productivity, and experience lower turnover.

Cross-generational mentoring allows people of different ages to learn from each other and results in higher levels of organizational knowledge.

With a breadth of experiences and perspectives, a multigenerational workforce can foster innovation.

Sources & Further Reading

<u>Why you should hire someone who's 55 and older</u> (hiring.workopolis.com) <u>How to Manage a Multigenerational Workforce</u> by Tori Fica (bamboohr.com) <u>Managing People from 5 Generations</u> by Rebecca Knight (hbr.org) <u>Leveraging the Value of an Age-Diverse Workforce</u> (shrm.org) <u>3 Reasons Why Age Diversity in the Workplace is Important</u> by A.R. Mazzotta (armazzotta.com)

Management Skills for the Ages

| CHEAT | 5 Generations | Under 1 Roof |
|---------------------|---|---|
| SHEET | What makes them awesome and what makes them tick | How to attract, retain, and manage them effectively |
| Generation Z | Tech-fluent since birth Embrace diversity Seek stable yet flexible jobs Appreciate being able to add input Financial concern: student debt | Maintain a strong digital brand Facilitate collaboration, mentorships Provide training opportunities Give recognition, flexible work hours Offer competitive salaries |
| • Millennials | Use technology to be efficient Are collaborative & empathetic Value skills development Like working with a deeper purpose Appreciate work/life balance Financial concern: getting a mortgage | Facilitate online application process Invite questions Provide career development support Judge results not attendance record Allow remote work Provide mortgage & daycare services |
| Generation X | Hard working & independent Strong communicators Enjoy problem-solving opportunities Value flexibility & meaningful tasks Financial concern: raising a family | Give them projects to call their own Appreciate their experience Don't micromanage them Allow flexibility for family care Offer extended health care benefits |
| Baby Boomers | Adept mentors Strong work ethic Value job security & formal recognition Appreciate structured environments Prefer face-to-face interactions Financial concern: retirement planning | Encourage them to mentor others Tap into their expertise Publicly & formally honour them Provide clear instructions & deadlines Use traditional recruitment tactics Provide pension benefits |
| Sources & Eurther R | Respect authority, hierarchy, & rules Fiscally conservative Hard working Appreciate mutual loyalty & respect Financial concern: health & retirement | Practice good leadership skills Offer fair compensation Provide "offline" options of working Facilitate in-person interactions Offer health care, flexible hours |

Sources & Further Reading

<u>How to Manage the 5 Generations in the Workplace</u> (paychex.com) <u>How to Masterfully Manage 4 Different Generations</u> (tinypulse.com) <u>BridgeWorks</u> (generations.com) AND <u>Mazlo</u> (mazlo.io)

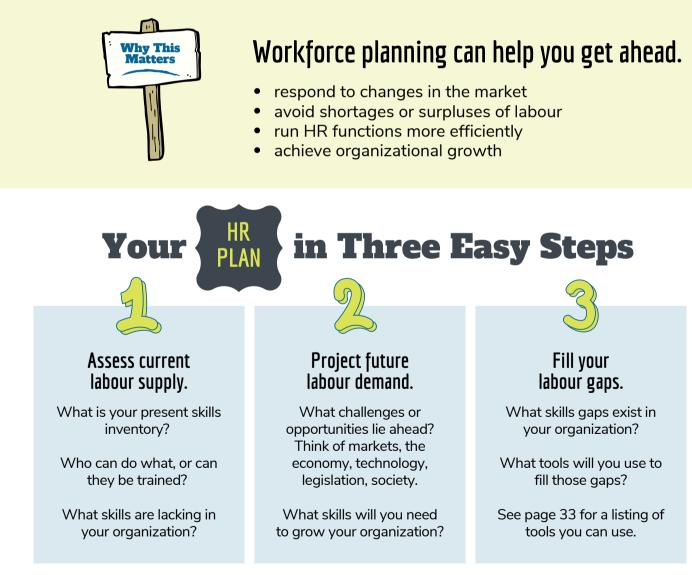
Workforce Planning

IT'S ALL IN THE PLAN: Why Top Employers Are Never Short on Good People

Strategic human resource planning sounds like a nap waiting to happen. But as it turns out, a little planning can go a long way in giving you peace of mind in your hiring strategies. Workforce planning is the opposite of simply filling job openings as they become vacant. It means proactively addressing the skills needs of your organization now and into the future.

Prepare and prevent, don't repair and repent.

- Unknown



Sources & Further Reading

<u>Human Resource Planning: Meaning, Objectives, Purpose, Importance and Process</u> (businessmanagementideas.com) Human Resource Planning (HRP) by Will Kenton (investopedia.com)

HR Planning Tools

HOW TO FILL A SKILLS GAP

Your HR toolbox can be filled with options for addressing labour shortages or surpluses:



- establish a proactive recruitment strategy
- engage in retention and succession planning
- invest in training and development for current staff
- give capable team members promotions to new roles
- rewrite job descriptions to eliminate redundant skills
- practice thoughtful organizational design
- manage performance to keep team on track
- institute a competitive compensation and rewards program
- evaluate reporting structures via an organizational chart

Change is difficult for some employees, so it's important to take any HR actions carefully, thoughtfully, and in consultation with the staff to ensure they are engaged and on board.

Job Descriptions: The Backbone of Your HR Plan

A critical component of your HR strategy will be up-to-date job descriptions for each and every position. But job descriptions do more than just help you plan for skills shortages.

WHAT TO INCLUDE...

AND WHY!

| overview of the role and how it relates to mission and vision | gives the employee a sense of purpose and how they fit into the organization |
|---|---|
| company values that are to be followed by all staff | helps the employee to understand company philosophy and fit into company culture |
| a list of skills, responsibilities, requirements, and qualifications | provides clarity to the employee as to what is expected of them, and guidance to managers when recruiting |
| performance measures, milestones, and compensation plan | increases employee motivation and adds structure to performance management and rewards programs |
| any special requirements such as "must be able to lift 50 pounds" | reduces legal action via discrimination complaints and facilitates back-to-work plans |

Sources & Further Reading

<u>How to create an HR plan to support your company's growth</u> (bdc.ca) <u>Why You Need Job Descriptions</u> (go2hr.ca) <u>Importance of a Job Description</u> (entrepreneur.com) <u>Positives and Negatives About Job Descriptions</u> by Susan M. Heathfield (thebalancecareers.com)

Preparedness and Continuity

THE BEST LAID PLANS

Pandemics, wildfires, and floods. Like it or not, businesses of the Cariboo-Chilcotin are quickly learning how to handle severe events. Luckily, we are strong people, community-minded, and kind employers. But forewarned is forearmed and, if you haven't already, it's time to take everything you've learned about catastrophes and formalize it all into a plan.



Preparedness isn't just critical for health and safety. It's good for the bottom line.

- minimize commercial interruptions and mitigate losses
- continue serving customers and increase loyalty
- keep staff working and increase employee retention



Certain emergency preparedness measures, including fire prevention and evacuation training, are required by <u>British Columbia's</u> <u>Occupational Health and Safety</u> <u>Regulation</u>. See sections 4.13 through 4.18 for details.

Besides that, give yourself - and your employees, customers, and suppliers - peace of mind knowing your business is prepared with an Emergency Response Plan.

It's easy!

Writing your ERP is super simple with this <u>fill-in-the-blank guide</u>. Find it at gov.bc.ca by searching "PreparedBC: Emergency Plan for Small Businesses".



Once you have your Emergency Response Plan, expand upon it to address business continuity:

- list potential interruption scenarios and business impacts
- identify essential employees and key contacts
- establish an emergency communications plan
- identify alternative methods for doing business
- ensure data is backed up, accessible, and secure

Did you know?

Businesses relying solely on cloud storage for data backups risk losing access in the event of internet loss. Consider doing daily backups to a physical server off-site.

Sources & Further Reading

<u>PreparedBC: Guide for Small Businesses</u> (gov.bc.ca) <u>PreparedBC: Emergency Plan for Small Businesses</u> (gov.bc.ca) <u>How to Prepare an Emergency Response Plan for Your Small Business</u> (worksafebc.com) <u>BC Occupational Health and Safety Regulation</u> (worksafebc.com) <u>10 Tips for Disaster Proofing Your Business</u> (smallbusinessbc.ca) <u>Business continuity plan and templates for entrepreneurs</u> (bdc.ca)

Managing Remote Teams

Depending on the type of your organization, having a team that can quickly spring into action from home may be a critical piece of your Business Continuity Plan.

10 TIPS FROM THE PROS

Become a proficient coordinator.

While setting up priorities, deliverables, and progress reporting is important in every job, efficient coordination is especially vital for a remote team. Establish project plans, roles and responsibilities, measureables, and regular check-ins to keep everyone on track.



Advise your staff that a dedicated space (ideally with a door that closes) is helpful to reduce distraction, but noise cancelling headphones can work in a pinch! It's important for employees to set up family rules about what's an important interruption and what isn't.



Some believe that working from home enables slacking, but remote workers often ignore work/life balance, missing breaks or working late. Encourage staff to adopt and stick to a set schedule – for their own sake – and send an occasional note reminding them to take a rest.

Create a team atmosphere.

Working from home can create feelings of isolation. Many organizations combat this by holding weekly phone or video conferences. Use these meetings to share advice and set goals, but also allow time for personal discussion which helps boost morale.



Those who are new to remote working often find it's not as easy as they thought. "Most of us have been conditioned to work and focus because of outside constraints." (H.V. MacArthur, Forbes) Office hours, meetings, and managers keep us on task, and it can be tough to adapt.

Sources & Further Reading

Build an environment of trust.

Trust is critical within virtual working environments, and it requires work. Without in-person social cues, body language, and tone of voice, teams may experience misunderstandings and conflict. Combat this with effective, frequent communication.



Provide communication guidance to the team. Old fashioned phone calls are great for checkins, video conferencing tools are best for problem-solving, and online chat rooms are a game changer for remote workers, allowing them to stay connected and accountable.



Consider a team collaboration tool that allows employees to log in at the start of their work day and set their status to available, busy or taking a break. And if you need more, there's an app for it: document sharing, reporting, accountability, project management, and beyond.

9 Support technology needs.

If a personal cell phone is required, offer a subsidy in return for a professional voicemail greeting. Same for internet, hardware, and software requirements. Ensure the team has email access, and if work is sensitive, ensure data security is considered.



There are many benefits of at-home work. In addition to eliminating the daily commute, many remote workers also utilize their break times to get ahead at home such as taking a 15-minute morning break for yoga, throwing in some laundry at lunch, and using an afternoon break to prep for supper.

<u>Guidelines for Working Remotely</u> by the Tamarack Institute (tamarackcommunity.ca) <u>How to work from home</u> by Kim Lyons (theverge.com)

<u>The Art Of Working Remotely: How To Ensure Productivity</u> by H.V. MacArthur (forbes.com) <u>Why Remote Work Thrives in Some Companies and Fails in Others</u> by Sean Graber (hbr.org)

HR Policies

POLICIES: VALUES IN WRITING

According to the PowerDMS blog, "Policies communicate an organization's culture, values, and philosophy. They cover what employees can expect from the organization (employee benefits, vacation leave), what the company expects from employees (code of conduct, confidentiality agreements), and what customers and the community can expect from the organization (customer service)." (powerdms.com)

| Examples of HR Policies | | | | | |
|--|---|---|--|---|--|
| Compensation pay periods raises overtime payouts accruals benefits | Attendance • punctuality • working hours • breaks • vacation • remote work | | Leave • sick/medical • family • bereavement • holidays • extended leave • leave without pay | | Privacyemployee infocustomer dataconfidentiality agreements |
| Health & Safety OHS representative or committee commitment to OHS program SEE NOTE BELOW | | Behaviour e dress codes e personal devices e anti-harassment drugs and alcohol social media discipline termination | | Diversity anti-discrimination disability accommodation proactive diversity recruitment sensitivity training | |
| NOTE: A health and safety policy should not be confused with a health and safety program. | | | | | |

NOTE: A health and safety policy should not be confused with a health and safety program. As a BC employer, you are required to establish some form of OHS program depending on the number of workers you have and the risks associated with their work. See page 39 for more.

How to Write Policies

Once you decide which HR policies are needed in your organization, a Google search will uncover many free how-to guides and templates along with paid policy writing services. It is important to note, however, that labour laws vary by province and country and it is recommended that you have your policies reviewed by a lawyer to ensure they will work for your organization. Policies and procedures should be reviewed on an annual basis, unless new laws or regulations dictate that they be updated sooner.

Sources & Further Reading

<u>What Is the Purpose of Policies in the Workplace?</u> (powerdms.com) <u>10 Company Policies Every Small Business Should Consider in 2019</u> by Shanna Wall (hrdirectapps.com) <u>Types of HR Policies by Melinda Hill Sineriz</u> (bizfluent.com) <u>Policies and Procedures</u> (businessdictionary.com)

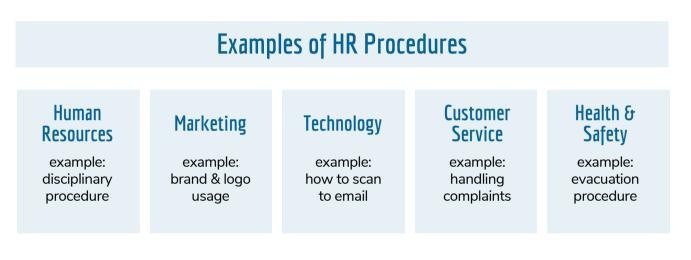
PROCEDURES: POLICIES IN ACTION

According to the Business Dictionary, "procedures are the specific methods employed to express policies in action in day-to-day operations of the organization." (<u>businessdictionary.com</u>) The PowerDMS blog notes that "procedures provide step-by-step instructions, checklists, or processes for specific, routine tasks." (<u>powerdms.com</u>)

What's the difference between a policy and a procedure?

"A **policy** is a guiding principle used to **set direction** in an organization. A **procedure** is a series of steps to be followed as a consistent and repetitive approach to **accomplish an end result**." (<u>bizmanualz.com</u>) Policies allow for some flexibility and interpretation whereas procedures do not.

Used together, policies and procedures are meant to influence all major decisions and activities faced by an employee. They should exist to make the employee's job easier, not harder.





Written procedures make life easier for everyone!

- facilitate quicker training for new hires
- allow other staff to fill in for those on vacation
- standardize image, brand, and marketing
- improve communications, both internal and external
- reduce liability if something goes wrong
- increase productivity with less guesswork
- improve performance measurement

Sources & Further Reading

<u>What's the Difference Between Policies and Procedures?</u> (bizmanualz.com) <u>What Is the Purpose of Policies in the Workplace?</u> (powerdms.com) <u>Six Benefits of Written Standard Operating Procedures</u> by Stephanie Hashagen (thewritersforhire) <u>Why Are Business Procedures Important?</u> by Jim Driggers (writingjim.com)

Employment Law

| CHEAT | |
|-------|--|
| SHEET | |
| | |

What You Need to Know

If there's one thing to know about labour law, it's that there's a lot to know. In addition to numerous pieces of legislation at various levels of government, an employer must consider employment contracts and collective bargaining. It's a lot to take in. Below is a list of the most crucial laws, but obviously, you should seek legal advice to answer any specific questions you may have.



Human

Rights Law

All Canadian employers have a duty to accommodate workers to remove discriminatory barriers based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered. Employers must take action if a need to accommodate is identified.

For further information, search "<u>Duty to Accommodate: A General Process For</u> <u>Managers</u>" at canada.ca.

<u>Canadian Human Rights Act</u> (laws-lois.justice.gc.ca) <u>BC Human Rights Code</u> (bclaws.ca)



In the workplace, privacy laws are meant to find a balance between an employee's privacy and the overall safety of the workplace. There are several privacy laws, but most BC businesses and not-for-profits fall under the jurisdiction of the <u>Personal Information Protection Act</u> (PIPA) (bclaws.ca) which states the rules by which organizations can collect, use, and disclose personal information from customers, clients, and/or employees. PIPA requires the protection of personal information against unauthorized use or disclosure.

Access &
PrivacyBC's Office of the Information and Privacy Commissioner provides oversight
and enforcement of PIPA. The OIPC website contains many helpful resources
including guidance documents, videos, and podcasts.

Office of the Information and Privacy Commissioner for BC (oipc.bc.ca)



All workers in BC are protected under the Employment Standards Act which sets minimum standards for wages, overtime, hours of work, break times, statutory holidays, leave, jury duty, vacation, and termination of employment among many other things. It would be prudent to review this legislation to ensure you are meeting or exceeding all minimum standards. Note that Part 3 of the Canada Labour Code addresses many of the same issues in the federally regulated private sector such as for transportation, telecommunications, banks, First Nations Band Councils, and federal Crown corporations.

Employment Standards

<u>BC Employment Standards Act</u> (bclaws.ca) <u>Canada Labour Code</u> (laws-lois.justice.gc.ca)

Occupational Health and Safety

What You Need to Know

As if there weren't enough labour laws to keep track of already, occupational health and safety adds several more to the mix, and they're no less important. In 2018, 1,027 workplace fatalities were recorded in Canada (including 27 workers under the age of 25) and 264,438 accepted claims. Source: <u>National Day of Mourning to Remember Workers</u> (canada.ca)





OHS

Legislation

You are obligated as an employer to take reasonable measures to provide a safe and healthy workplace for all of your employees. This is enforced by the following legislation:

British Columbia's <u>Occupational Health and Safety Regulation</u> (bclaws.ca) and the "OHS provisions" of the <u>Workers Compensation Act</u> (bclaws.ca) both contain legal requirements that must be met by all workplaces under the inspection jurisdiction of WorkSafeBC. Employers must also comply with the Canadian <u>Hazardous Products Act</u> (laws-lois.justice.gc.ca).

OHS for employees of the Federal Government and certain industries is covered in Part 2 of the <u>Canada Labour Code</u> (laws-lois.justice.gc.ca).



Employer Obligations As per WorkSafeBC's employer responsibilities <u>info sheet</u> (worksafebc.ca), employers are obligated to:

- provide a safe and healthy workplace
- ensure workers are trained and keep records of the training
- establish and maintain a health and safety program at the workplace, including a written OHS policy and an incident investigation procedure
- support supervisors and workers in their OHS activities
- take immediate action when notified about a potential hazard
- initiate an immediate investigation into incidents
- report serious incidents to WorkSafeBC
- provide adequate first aid facilities and services
- provide personal protective equipment where required



Notable Takeaways

- The type of OHS program required at your workplace depends on the number of workers you have and the risks associated with their work. Search "<u>Health and Safety Programs</u>" at worksafebc.com to find out more.
- An employee can refuse work if they believe there is a reasonable risk to their health or safety. If invoked, you must follow <u>Guideline G3.12</u>.
- Certain contractors may be considered your workers meaning you would be responsible for them. Consult <u>worksafebc.com</u> for details.

To make it easier for you to interpret and meet minimum OHS requirements, WorkSafeBC has created two key manuals:

1.<u>OHS Guidelines</u> (worksafebc.ca)

2. Prevention Manual (worksafebc.ca)

We're All in This Together

As you embark upon your quest to find and retain talent for your team, know this: you are not alone. The Cariboo-Chilcotin is lucky to have a tightly-knit business community working to grow our economic opportunities, organizations, and human resources together. We're here to help you.

YOUR ECONOMIC DEVELOPMENT TEAM













City of Williams Lake, Economic Development Office

Creating and maintaining a positive economic environment, encouraging investment, and supporting business growth. Call 250-392-8480 or visit <u>www.williamslake.ca/208/Economic-Development</u>.

Community Futures Cariboo Chilcotin

A Business Resource Center for small businesses providing loans, training, coaching, and information services to entrepreneurs. Call 250-392-3626 or visit <u>www.cfdccariboo.com/contact/</u>.

Downtown Williams Lake

A not-for-profit BIA working to attract residents, tourists, investors, entrepreneurs, workers, shoppers, diners, and service-seekers to the downtown. Call 250-398-5717 or visit <u>www.downtownwilliamslake.com</u>.

The Williams Lake and District Chamber of Commerce

The Voice of Business: Businesses working together towards economic and social well-being to make our community a better place to live and work. Call 250-392-5025 or visit <u>www.williamslakechamber.com</u>.

Love Williams Lake

Northern Development's shop local program marketing independent locally-owned businesses to strengthen their competitiveness and keep our dollars local. Visit <u>lovenorthernbc.com/community/williams-lake/</u>.

WorkBC Williams Lake

Provincial Government service helping BC employers fill jobs, find the right talent, and grow their businesses. Call 250-398-5133 or visit www.workbc.ca/WorkBC-Centres/Cariboo/Williams-Lake.aspx.

A boss has the title, a leader has the people. – Simon Sinek, Author



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