being human services

"Be Better . . . Do Better"

The Newcomer Workforce:
Exploring Workplace Readiness

Free Resource for Small Business Owners/Employers

Date:

Company:

Reviewer:

Position:

Department:

Phone:

Email:

diversity
An Employer Advantage

Alberta Government

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About this document:

This questionnaire explores workplace readiness in relation to the Newcomer workforce and Human Resources practices so that small business owners/employers can confidently hire and retain employees. While the sections are arranged in order of the hiring and onboarding process, this tool ca be used in any order depending on whichever topic(s) are most relevant to you and your company's current needs. Use the questions in each section as a guide for assessing and adjusting current processes or best practices.

WORKPLACE READINESS REVIEW

Regarding your company in general and its leadership and management team(s):

1. How would you rate the ability to effectively respond to Newcomer's needs in the workplace?

1	2	3	4	5
Not Confident	Slightly Confident	Somewhat Confident	Fairly Confident	Completely Confident

2. Is there awareness that Newcomers are a significant part of the Canadian population and skilled labour pool?   Yes / No

3. Is there acceptance in recruiting and hiring Newcomers?   Yes / No

4. Is there awareness of the value and transferability of international training, skills, and credentials?   Yes / No

5. Is there awareness, promotion and support of diversity, anti-discrimination and anti-harassment in the workplace and are staff held accountable for these practices?   Yes / No

The more you were able to answer Yes to these questions the greater your workplace readiness is already. No answers highlight opportunities for growth and starting points considerations.

Please identify three areas that you feel are priorities for your company.

☐ 1) Job Descriptions	☐ 5) Hiring and Onboarding	☐ 9) Training and Development
☐ 2) Job Sourcing	☐ 6) Orientation	☐ 10) Communication
☐ 3) Screening and Interviewing	☐ 7) Inclusive Work Environment	☐ 11) Employee Retention
☐ 4) Assessing Skills and Competencies	☐ 8) Performance Management	☐ 12) Other:

1) JOB DESCRIPTIONS

A job description is a written narrative that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, information about the equipment, tools and work aids used, working conditions, physical demands, and a salary range. A job description is usually developed by conducting a job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The analysis considers the areas of knowledge, skills and abilities needed to perform the job. (Wikipedia.org)

1. Do you have a formal process for developing job descriptions?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current job descriptions?
   _____
   _____

3. What tiers of jobs/positions exist within your company? (e.g., Worker, Supervisor, Manager, CEO, Owner)
   _____
   _____

4. Have job requirements been reviewed recently?   Yes / No
   (or simply carried over from past recruitments)

5. Are job descriptions written in plain terms, so they are easy to understand?   Yes / No

6. Are the requirements for positions valid requirements for the job, or just ideals?
   (E.g., Is "five years of experience" necessary to do the job?)   Yes / No

7. Which of the following sections do you use in your job descriptions?

   ☐ Company Description   ☐ Position Summary   ☐ Scope and Limits of Authority

   ☐ Responsibilities and Duties ☐ Qualifications and Experience ☐ Skills and Abilities

   ☐ Working Conditions   ☐ Salary and Benefits   ☐ Other:

8. Do you find your job descriptions attract the quality of candidates you need?   Yes / No
   If No, why do you think that is? _____
   _____

2) JOB SOURCING

Job Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external recruitment advertising. (Wikipedia.org)

1. Do you have a formal process for job sourcing?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current process of job sourcing?

   _____
   _____
   _____
   _____

3. Which of the following methods are currently being used?

   ☐ Job Portals   ☐ Recruitment Agency   ☐ Business Media

   ☐ Newspaper   ☐ Window Advertisements   ☐ Employment Centers

   ☐ Social Media   ☐ Employee Referral   ☐ Other

4. Do your job sourcing efforts provide enough candidates?   Yes / No
   If No, why do you think that is? _____
   _____
   _____
   _____

3) SCREENING AND INTERVIEWING

There are approximately five to seven steps in a typical employee selection process.
A job interview is a conversation between a job applicant and a representative of an employer which is conducted to assess whether the applicant should be hired. Interviews are one of the most popularly used devices for employee selection. Interviews vary in the extent to which the questions are structured, from a totally unstructured and free-wheeling conversation to a structured interview in which an applicant is asked a predetermined list of questions in a specified order. (Wikipedia.org)

1. Do you have a formal process for screening and interviewing?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current process of screening and interviewing?
   _____
   _____
   _____
   _____

3. Do candidates match the required level of skills/competencies listed?   Yes / No
   If No, why do you think that is? _____
   _____
   _____
   _____

4. Are you aware of the 13 prohibited grounds of discrimination?   Yes / No

5. Are you aware of the questions you can and cannot ask in an interview?   Yes / No

6. Do you have strategies in place to assess candidates from diverse backgrounds? E.g.
   a. Nonverbal communication. (Eye contact, gestures)   Yes / No
   b. Cross cultural misunderstandings. (Greetings, personal space)   Yes / No
   c. Language and communication skills.   Yes / No

7. How much time is given for interviews? _____

8. Do you do reference checks?   Yes / No

4) ASSESSING SKILLS AND COMPETENCIES

Competence assessment is a process in which evidence is gathered by the assessor and evaluated against agreed criteria in order to make a judgement of competence. Skill assessment is the comparison of actual performance of a skill with the specified standard for performance of that skill under the circumstances specified by the standard, and evaluation of whether the performance meets or exceed the requirements. Assessment of a skill should comply with the four principles of validity, reliability, fairness and flexibility. (Wikipedia.org)

1. Do you have a formal process for assessing candidates?   Yes / No
   Is it documented?   Yes / No

2. Do you consider transferrable skills?   Yes / No

3. Do you have criteria for choosing the most suitable candidate? Yes / No
   Examples: _____
   _____
   _____
   _____

4. Do candidates often possess the skills and competencies required? Yes / No
   If No, why do you think that is? _____
   _____
   _____
   _____

5. Is there awareness of how stereotyping, prejudice and personal bias can affect selecting the best candidate?   Yes / No

6. Do you provide specific feedback when rejecting interviewed candidates? Yes / No

5) HIRING AND ONBOARDING

Hiring is the act by which an employee is hired.
Onboarding refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors in order to become effective organizational members and insiders. (Wikipedia.org)

1. Do you have a formal process for hiring and onboarding?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current process of hiring and onboarding?
   _____
   _____
   _____
   _____

3. Are there any challenges you have or face when hiring and onboarding?
   _____
   _____
   _____
   _____

4. Regarding Newcomers, have you ever hired, and it didn't work out?   Yes / No

5. What are some of the obstacles to hiring a Newcomer and which, if any, are you concerned about?
   _____
   _____
   _____
   _____

6) ORIENTATION

Orientation is the process of introducing new, inexperienced, and transferred workers to the organization, their supervisors, co-workers, work areas, and jobs, and especially to health and safety. Providing training and extra assistance during the initial period of employment is critical, regardless of the age of the employee, as they are not familiar with the hazards of the job or workplace. (ccohs.ca)

1. Do you have an official documented employee orientation manual?   Yes / No

2. Do you have any concerns about your current employee orientation manual?
   _____
   _____
   _____
   _____

3. Which of the following are included in your handbook?

   ☐ Overview and Employment Basics

   ☐ Workplace Policies (including DEI)

   ☐ Nondisclosure and Noncompete Agreements

   ☐ Code of Conduct

   ☐ Alcohol, Weapons, and Drug Policies

   ☐ Dress Code

   ☐ Attendance Policies

   ☐ Compensation and Benefits

   ☐ Leave Policies

   ☐ Expense Reimbursement Procedures

   ☐ Computers and Technology Policy

   ☐ Monitoring in the Workplace

   ☐ Remote Work Guidelines

   ☐ Performance Expectations and Evaluation

   ☐ Employee Resignation and Termination

4. Do new hires integrate quickly into their role and the company as a whole?   Yes / No
   If No, why do you think that is? _____
   _____
   _____
   _____

7) WELCOMING AND INCLUSIVE WORK ENVIRONMENT

An inclusive workplace is defined as a work environment that makes every employee feel valued while also acknowledging their differences and how these differences contribute to the organization's culture and business outcomes. An inclusive workplace is characterized by affirmative action, wherein any impact of bias/discrimination/unequal opportunity is negated. (toolbox.com)

1. How welcoming and inclusive do you feel your current work environment is?
   _____
   _____
   _____
   _____

2. Do you have any concerns about your current methods of building a welcoming and inclusive workplace and help foster a sense of belonging?
   _____
   _____
   _____
   _____

3. Do you have another employee act as a mentor or buddy for new employees?　　　Yes / No

4. Is your workplace free of any arbitrary, unwritten workplace rules/policies?　　　Yes / No

5. Do you think employees feel comfortable giving workplace environment feedback?　Yes / No

6. Have you ever received unsolicited feedback regarding needs/work environment?　Yes / No
   Positive/Negative? Details: _____
   _____
   _____
   _____

7. Have you ever considered any of the following items as possible cause for concerns for employees or Newcomers?

   ☐ Male to Female Ratio　　　☐ Age Gaps　　　☐ No Handicap Washroom

   ☐ Prayer Room　　　☐ Cultural Norms　　　☐ Communication Barriers

8) PERFORMANCE MANAGEMENT

Performance management standards are generally organized and disseminated by senior leadership at an organization and by task owners. It can include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employee's actual performance and behaviors with desired performance and behaviors, instituting rewards, etc. It is necessary to outline the role of each individual in the organization in terms of functions and responsibilities to ensure that performance management is successful. (Wikipedia.org)

1. Do you have a formal process for employee performance management?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current employee performance management process?
   _____
   _____
   _____
   _____

3. Are there regular meetings to offer feedback and answer questions?   Yes / No

4. Are there regular employee reviews?   Yes / No
   Are they documented?   Yes / No
   If yes, what timelines are used to complete performance management?

   ☐ 3 Months   ☐ 6 Months   ☐ Annually

5. Is there a process for dealing with employees with performance issues?   Yes / No

9) TRAINING AND DEVELOPMENT

Training and development involves improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals. While training and development technically have differing definitions, the two are oftentimes used interchangeably and/or together. (Wikipedia.org)

1. Is there a formal process for employee training and development?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current training and development processes?
   _____
   _____
   _____

3. Does your company have or considered a training to ensure supervisors have the skills they need for effective supervision and management of Human Resources?   Yes / No
   Please describe: _____
   _____
   _____

4. Does your company have or considered training to ensure supervisors have the skills and knowledge to integrate Newcomers into the workplace?   Yes / No
   Please describe: _____
   _____
   _____

5. Are you aware of Government grants and subsidies that may be available to offset some training costs?   Yes / No

6. Does your company offer diversity training as professional development for employees?
                                                                              Yes / No

7. Any interest in the following types of workplace development opportunities?

   ☐ Diversity Training   ☐ Working with Newcomers   ☐ Mentoring for Newcomers

   ☐ Cultural Sensitivity   ☐ Nonverbal Communication   ☐ Other:

10) COMMUNICATION

Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating a favourable point of view among stakeholders on which the company depends. It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public. Organizations aim to communicate the same message to transmit coherence, credibility and ethics. (Wikipedia.org)

1. Do you have a formal process for communications?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about the company's current of means of communication?
   _____
   _____
   _____
   _____

3. Which communication methods are primarily used within the company?

   ☐ Face-to-face   ☐ Phone   ☐ Meetings

   ☐ Video Conferencing   ☐ Email   ☐ Texting

   ☐ Posters   ☐ Other:

4. Have any problems ever arisen from communication efforts?   Yes / No
   If Yes, what was the cause and was it resolved? _____
   _____
   _____
   _____

5. Regarding Newcomers or employees from other countries, have you ever used or considered using/offering the following communication services:

   ☐ Interpreters   ☐ Translation App   ☐ Language Classes

   ☐ Visual Signage   ☐ Other:

11) EMPLOYEE RETENTION

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic. However, many consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. (Wikipedia.org)

1. Do you track employee retention?   Yes / No
   Is it documented?   Yes / No

2. Do you have any concerns about your current employee retention strategies?
   _____
   _____
   _____

3. Do you have long-term employees?   Yes / No

4. If known, what is your current employee turnover rate? (based on the past year?)
   _____
   _____

5. If you are losing employees, do you know why they are leaving?   Yes / No
   If Yes, reasons? _____
   _____

6. Do you have cost estimates for employee turnover? (hourly employee = $3,500+)   Yes / No
   How much: _____

7. What strategies or action plans are in place to improve employee engagement, morale, and retention to help foster a sense of belonging?
   _____
   _____
   _____

8. Are exit interviews conducted?   Yes / No
   With who: (removing conflict) _____

Wrap-Up

1. Have you changed your mind at all about your top three areas to work on?   Yes / No

2. <u>Three</u> things I feel our company could start to implement as action items are:

    I.   _____
    II. _____
    III. _____

3. List any questions you have or specific assistance you feel you might need in this process?
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____

4. After exploring your workplace readiness, how would you now rate your ability to effectively respond to Newcomer needs in the workplace?

1	2	3	4	5
Not Confident	Slightly Confident	Somewhat Confident	Fairly Confident	Completely Confident

Additional resources can be found on our website at:
www.beinghumanservices.ca/diversity-resources