



North Shore Immigrant Inclusion Partnership

EMPLOYER SURVEY REPORT

*Building Promising Practices For Integrating Recent Immigrants
Into The North Shore Labour Market*

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Territorial Acknowledgement

NSIIP is grateful to hold its activities on the traditional, ancestral, unceded and occupied territories of the Squamish [Skwxwú7mesh](http://www.squamish.net)¹, Tsleil-Waututh [Selilwitulh](https://twnation.ca)², and Musqueam [xʷməθkʷəy̓əm](http://www.musqueam.bc.ca)³ Nations, who have stewarded these lands and waters since time immemorial. We recognize the devastating, intergenerational impacts of racist and violent colonial practices on Indigenous peoples across the country.

As we work to build communities that are equitable and resilient, we commit to creating opportunities for (un)learning that build understanding of the historical and present-day impact of colonization and enable new paths forward. We commit to learning how to walk in solidarity alongside our Indigenous neighbours on a path of truth and justice.

1 <http://www.squamish.net>

2 <https://twnation.ca>

3 <http://www.musqueam.bc.ca>

Executive Summary

This report presents the results of research conducted by the North Shore Immigrant Inclusion Partnership (NSIIP), a project of Impact North Shore. The research examined North Shore employers' experiences of workforce shortages in the COVID-19 economic recovery context, in addition to identifying local employers' successes and barriers to recruiting and hiring recent immigrant talent (individuals who landed in Canada within the last five years).

Canadian businesses and employers have suffered under the strain of constant disruptions in labour and supply over the last two years. Across diverse sectors, labour shortages are an acute reality for many employers, and the pressure to hire skilled talent in this period of COVID-19 economic recovery is high. Despite this, research⁴ shows that recent immigrants will experience disproportionately larger challenges in seeking labour market attachment.

An overarching goal of the present research is to inform and build promising practices for integrating recent immigrants into the labour market, and to support employers on the North Shore to increase their ability to successfully hire and retain recent immigrant talent in order to support their business objectives. In a competitive labour market, there are growing opportunities for employers to build meaningful and mutually beneficial bridges with skilled immigrant talent.

NSIIP conducted this research in November 2021 and engaged over 50 employers situated in Vancouver's North Shore. Survey respondents included employers from the City of North Vancouver, District of North Vancouver, Squamish Nation lands, and

District of West Vancouver; for-profit, government, and not-for-profit employers; and companies/ organizations ranging in size from <5 employees to 501+ employees. Responses were gathered from employers operating in sectors including recreation, social services, construction, arts and culture, immigration and settlement, hospitality, law enforcement, events, education and more.

SUMMARY OF RESULTS:

The report provides a close look at the impact of COVID-19 on North Shore employers' workforce. Results reveal that the largest segment of respondents (47%) have experienced a reduced workforce during the COVID-19 pandemic. The challenges employers describe include the impact of COVID-19 on the mental health of employees; losing employees who are pursuing new career paths and educational opportunities, and those who are retiring due to the pandemic; and facing the necessity of temporary layoffs to manage their business in the pandemic. Employers also shared their experience of barriers to hiring new employees, including rising wages and reduced candidate interest in part-time, casual and onsite roles.

In addition to the impact of COVID-19 on workforce size, 67% of survey respondents report currently experiencing a skills/staffing shortage. This impact is felt equally by for-profit, government, and not-for-profit employers. Within this group, more than 80% believes this shortage poses a problem to their business. To respond to this shortage, 89% of this group is, or is planning to, hire new part-time,

4 Ivanova, Iglia. (2021). Inequality, employment and COVID-19: Priorities for fostering an inclusive recovery in BC. Canadian Centre for Policy Alternatives. https://policyalternatives.ca/sites/default/files/uploads/publications/BC%20Office/2021/07/ccpa-bc_Inequality-Employment-COVID_summary.pdf; OECD. (2020). What is the impact of the COVID-19 pandemic on immigrants and their children? <https://www.oecd.org/coronavirus/policy-responses/what-is-the-impact-of-the-covid-19-pandemic-on-immigrants-and-their-children-e7cbb7de>

full-time or temporary contract staff. Employers identified positions that are difficult to recruit for which include primarily office and/or administrative professionals and construction/skilled trades workers. The most common strategies that the respondents use to recruit new employees include referrals from colleagues, employees and friends; postings on external hiring websites, such as Indeed; and postings on their own company websites.

62% of respondents report they have employed recent immigrants—many since the start of the COVID-19 pandemic. Respondents estimate that recent immigrants comprise an average of 19% (and a median of 11%) of their current workforce. However, 64% of respondents do not proactively seek out recent immigrants to fill job vacancies. When respondents do recruit recent immigrant employees, they use the same strategies as they do to recruit non-immigrant employees or utilize referrals from other recent immigrant employees.

89% of respondents agree that they are open to hiring recent immigrants, and 62% agree that there are recent immigrants on the North Shore with skills applicable to their company/organization. In addition, a majority of respondents agree that their company/organization has benefitted from/been enriched by recent immigrants and their skills and experiences, and that their company/organization has policies and practices in place to support the hiring and retention of recent immigrants.

54% of respondents feel that they lack information on how to access the recent immigrant talent pool. An equal percentage feels that recent immigrant applicants may not have the language skills required for the job. 40% of respondents feel that recent immigrant applicants may not have the soft skills required for the job. These are the most commonly reported barriers to recruiting and/or hiring recent immigrant talent.

This report provides important insights into how North Shore businesses/organizations and employers can develop effective strategies for integrating recent immigrants into local workforces, with a particular emphasis on sectors with aggressive economic recovery strategies. In a competitive

labour market, there are growing opportunities for employers to build meaningful and mutually beneficial bridges with skilled immigrant talent. By surfacing a variety of employer experiences, this report presents actionable recommendations and “promising practices” for employers, service organizations and business leaders to find new pathways for engaging local, recent immigrants and building a strong North Shore economy.

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Introduction

NSIIP is a coalition of community agencies and institutions focused on improving the settlement outcomes of new immigrants on the North Shore. NSIIP's mission is to work collaboratively with organizations and residents across North and West Vancouver to foster inclusive, equitable communities and ensure all immigrants have opportunities to fully participate economically, socially, and civically in community life.

The North Shore is made up of three distinct municipalities: The District of North Vancouver, the City of North Vancouver and the District of West Vancouver. In 2016, it was home to 65,050 immigrants accounting for 36% of the total population, compared to 34% in 2011 and higher than the national average. Immigrant populations in North Shore municipalities continued to grow at a rate of 8.7% between 2011 and 2016, higher than Metro Vancouver's growth rate of 8.3%. In 2016, 63.6% of the City of North Vancouver's, 63.1% of the District of North Vancouver's and 64.4% of West Vancouver's recent immigrants between the ages of 25 to 64 had a bachelor's degree or higher⁵.

The COVID-19 pandemic has driven significant shifts in global migration. In Canada, despite border closures and slower processing times that contributed to reduced immigration levels in 2020, 2021 welcomed more than 401,000 new Permanent Residents—the most in Canadian history. This dramatic growth was supported by the creation of new immigration pathways: for example, in 2021, the opening of

Temporary Resident to Permanent Resident pathways yielded more than 84,000 applications, more than 11,000 of which have already resulted in Permanent Resident Status⁶. These shifts will drive further growth in the coming years, particularly as pandemic-related border restrictions and administrative backlogs lift. They reflect the vital role that immigration plays in Canada's growth: immigration represents almost 100% of Canada's labour force growth and approximately 75% of the country's population growth⁷. It is the reason that Canada remains the fastest growing country in the G7⁸.

The COVID-19 pandemic has brought significant challenges to North Shore businesses and employers, including labour shortages and disruptions to supply chains. For example, 59% of small businesses in B.C. are currently experiencing a labour shortage—higher than the national average of 55%⁹. In addition to pandemic related stressors, employers have had to contend with the impacts of extreme weather events and increasing inflationary pressures. Across diverse sectors, labour shortages continue to be an acute reality for many employers and the pressure to hire skilled talent in this period of COVID-19 economic recovery is high.

In the first quarter of 2022, as we enter into an important period of economic recovery and re-building following the COVID-19 pandemic, it is anticipated that this period of growth and progress will not benefit all workers equally.

5 Statistics Canada. (2016).

6 Immigration, Refugees & Citizenship Canada. (2021).

7 Immigration, Refugees & Citizenship Canada. (2021). Canada welcomes the most immigrants in a single year in its history [Press release]. <https://www.canada.ca/en/immigration-refugees-citizenship/news/2021/12/canada-welcomes-the-most-immigrants-in-a-single-year-in-its-history.html>

8 Statistics Canada. (2022). Canada tops G7 growth despite COVID. <https://www150.statcan.gc.ca/n1/daily-quotidien/220209/dq220209a-eng.htm>

9 Canadian Federation of Independent Businesses. (2021). Labour shortages are back with a vengeance. https://content.cfib-fcei.ca/sites/default/files/2021-12/labour-shortages-are-back-with-a-vengeance_1.pdf

Research¹⁰ shows that recent immigrants will experience disproportionately larger challenges in seeking labour market re-attachment in the post-COVID-19 economy. At the same time, there are growing opportunities for employers to build stronger, mutually beneficial bridges and connections with skilled, recent immigrant talent.

NSIIP initiated this research to:

- Understand current labour market trends in a period of COVID economic recovery; and
- Identify strategies to attract and retain recent immigrant talent to help grow North Shore businesses/organizations

NSIIP's findings are incorporated into this report, which outlines the responses of North Shore employer participants and summarizes responses by question. The report shares respondents' feedback about the impact of COVID-19 on their workforce and outlines employers' successes and challenges in hiring recent immigrant talent.

¹⁰ Ivanova, Iglia. (2021). Inequality, employment and COVID-19: Priorities for fostering an inclusive recovery in BC. Canadian Centre for Policy Alternatives. https://policyalternatives.ca/sites/default/files/uploads/publications/BC%20Office/2021/07/ccpa-bc_Inequality-Employment-COVID_summary.pdf ; OECD. (2020). What is the impact of the COVID-19 pandemic on immigrants and their children? <https://www.oecd.org/coronavirus/policy-responses/what-is-the-impact-of-the-covid-19-pandemic-on-immigrants-and-their-children-e7cbb7de/>

Methodology

To conduct this research, NSIIP developed a survey and distributed it to North Shore employers in November 2021. The survey was structured in an online format and was open for responses over a three-week period.

The survey was disseminated to prospective respondents with the support of representatives from the following groups:

- Impact North Shore staff and programs
- NSIIP Employment Working Group
- NSIIP Immigrant Advisory Council
- District of West Vancouver
- City of North Vancouver
- District of North Vancouver
- Capilano University
- Vancouver's North Shore Tourism Association
- North Vancouver Chamber of Commerce
- YWCA – WorkBC
- Chartered Professionals in Human Resources of BC & Yukon (CPHR)
- Lower Lonsdale Business Improvement Association (BIA)
- Ambleside-Dunderave Business Improvement Association (BIA)

A two-week, quarter page advertisement was placed in the local newspaper, the North Shore News. This effort served to build broader awareness and attract a larger, more varied audience of local employers completing the survey. The survey was also distributed on NSIIP and Impact North Shore social media channels. Over 50 responses were received to the survey.

Some research limitations should be noted. Firstly, the COVID-19 pandemic limited our data collection methods, including the ability to organize in-person focus groups and community consultations. While the online survey provided an opportunity for each participant to provide in-depth information, it did not allow for a group discussion or collective building of ideas. Secondly, we chose to collect responses to the online survey anonymously. Though this provided North Shore employers with an opportunity to respond openly and honestly, it did not allow us to follow up with respondents to gain greater insights into their survey responses.

Nevertheless, the captured survey responses represented a broad cross-section of businesses and organizations. The data gathered through this project offers important contributions to the conversation around the critical role of harnessing recent immigrant talent in the process of COVID economic recovery and re-building.

Survey Questions and Responses

The following section outlines questions posed to the employers in the online survey and the responses provided. The percentages in this report have been rounded to a whole number.

Q1. In which municipality or on what First Nation lands does your company/organization operate?

Half (n=20) of the employer respondents identified as operating in the City of North Vancouver. 37% (n=15) operate in the District of North Vancouver. 10% (n=4) operate in the District of West Vancouver, while just one respondent (representing 3% of the respondent sample) operates on Squamish Nation Lands.

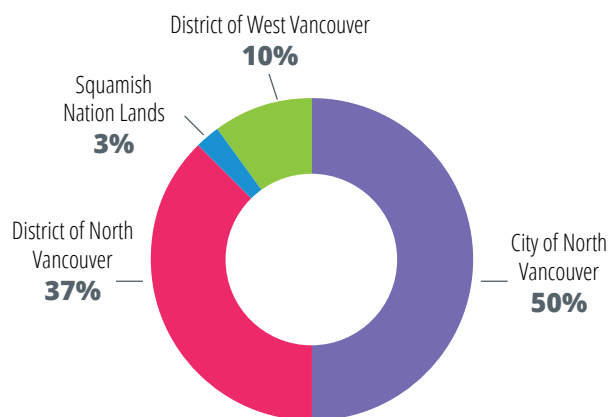


Figure 1: Breakdown of employer respondents by region/municipality

Q2. How would you classify your company/organization?

37% (n=15) of respondents classified their company/organization as “government,” 8 of which operate in the City of North Vancouver, 4 in the District of North Vancouver, and 3 in the District of West Vancouver.

32% (n=13) of respondents identify as “for-profit” companies/organizations, 6 of which operate in the District of North Vancouver, 5 in the City of North Vancouver, and 1 in each of the District of West Vancouver and on Squamish Nation Lands.

28% (n=11) of respondents classify their company/organization as “not for-profit.” 7 of these respondents operate in the City of North Vancouver, and 4 operate in the District of North Vancouver.

One respondent (representing 3% of the respondent sample) categorized their company/organization as “other”, and when asked to specify, wrote “mechanic shop.” This respondent operates in the District of North Vancouver.

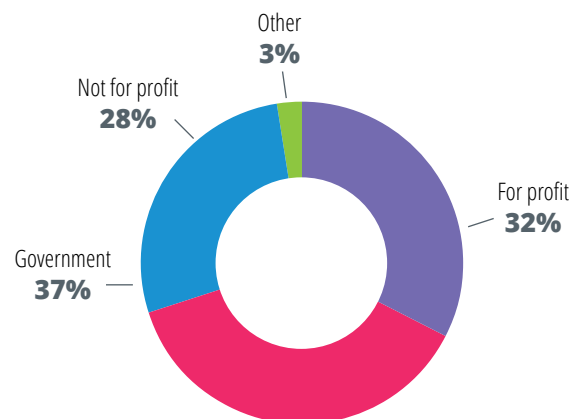


Figure 2: Breakdown of respondent company/organization type

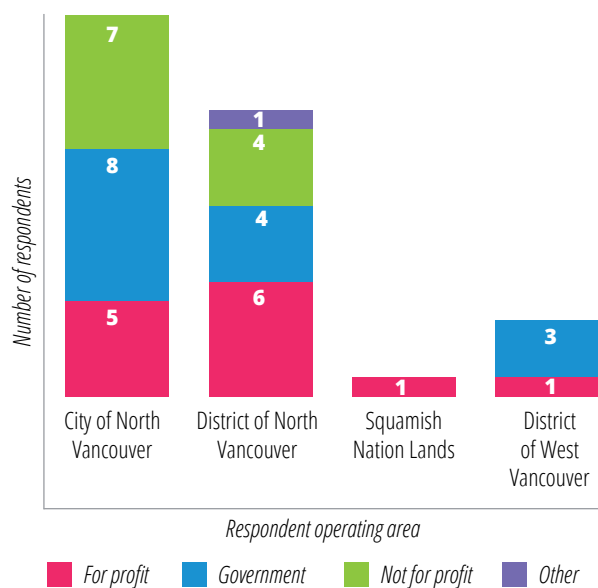


Figure 3: Operating area of respondents by company/organization type

Q3. How many employees work for your company/organization?

25% (n=10) of the respondents employ more than 501 employees. In this group, 8 are government respondents and 2 are for-profit respondents. Another 25% (10) of respondents employ between 6 and 20 employees—7 of these respondents are not-for-profit respondents, and three are for-profit respondents.

A comparable number of respondents employ 0-5 employees (15%), 21-50 employees (13%) and 51-100 employees (13%). Two respondents (5%) employ 101-250 employees, and 2 others (5%) employ 251-500 employees.

Of the respondents employing more than 100 people, 79% (n=11/14) identify as government organizations—and within the government respondent group, 73% (n=11/15) employ more than 100 people. 85% of for-profit respondents (n=11/13) and 91% of not-for-profit respondents (n=10/11) employ fewer than 100 people.

Respondents operating in the City of North Vancouver reflect every employee-size option available, while respondents operating in the District of North Vancouver reflect all options except 251-500 employees. Half of respondents (n=2/4) in the District of West Vancouver reflect companies/organizations with more than 501 employees, and the only respondent on Squamish Nation Lands (a for-profit company) also employs more than 501 people.

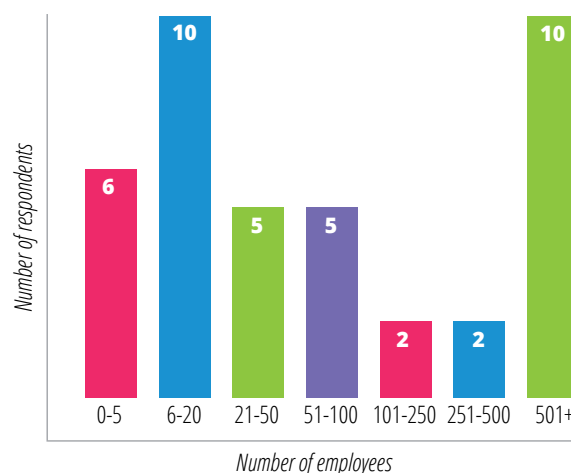


Figure 4: How many people are employed by the respondents' companies/organizations

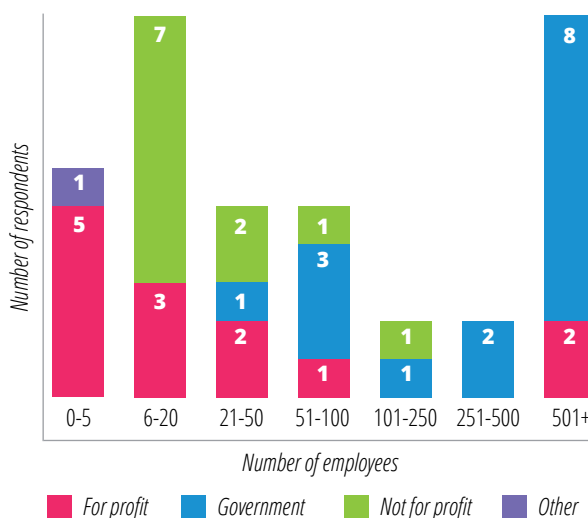


Figure 5: Breakdown of number of employees by respondent company/organization type

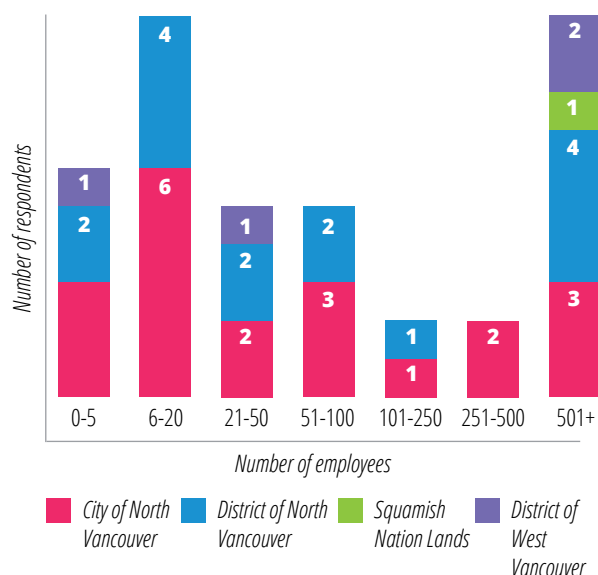


Figure 6: Breakdown of number of employees by respondent area of operation

Q4. In what industry or business sector does your company/organization operate?

Respondents were asked to describe—in free-form response—the business sector in which their company/organization operates. The 39 responses were analyzed and can be grouped as follows:

- Recreation: 5
- Community & Social Services: 4
- Library: 4
- Education: 3
- Government (general): 3
- Construction & Renovation: 2
- Arts & Culture: 2
- Immigration & Settlement: 2
- Hospitality: 2
- Other (1 response each): restorative justice, law enforcement, child care, retail, healthcare, weddings/events, import/export terminal, accounting/bookkeeping, glass glazing, chemicals, office space rentals, repairing cars)

Respondents at companies/organizations that employ more than 501 people reported operating in sectors including recreation, community services, government, retail, import/export terminal, and education. Both respondents at companies/organizations that employ 251-500 employees reported operating in the recreation sector, and the two respondents that employ 101-250 people operate in library and law enforcement.

Q5. What is your title or position at your company/organization?

22% (n=9) of respondents reported that their title or position is Owner/President/CEO/CFO/COO, while one fewer (n=8, 20%) have the title Vice President/Director/Senior Manager. 10% of respondents (n=4) are Human Resources Manager (or a similar position in Human Resources).

Nearly half (48%, n=19) of all respondents reported their title in the “other” category. When asked to specify their title, their responses are:

- Comprehensive school health facilitator
- Staff supervisor
- Supervisor
- HR Advisor
- Leisure access counsellor
- Sales and client services manger
- Admin
- Front desk clerk
- Executive Director
- Research & Communications Specialist
- Senior Engineer
- Client intake worker
- Manager
- Worker
- Program Manager

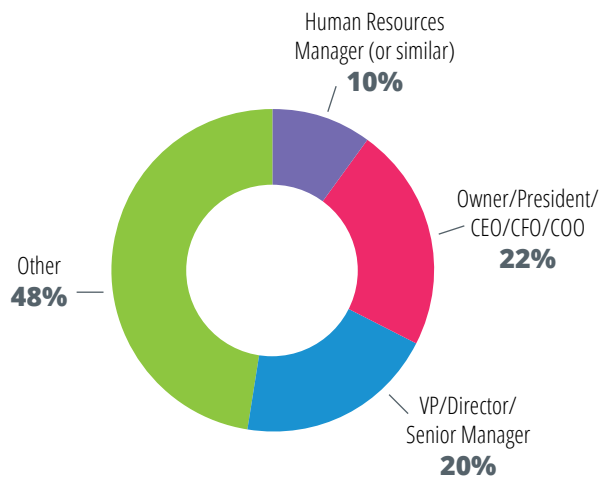


Figure 7: Respondents' reported job titles

Q6. In your role, are you involved in hiring new employees?

78% of respondents (n=31) reported that they are involved in hiring new employees. The remaining 9 respondents indicated that they are not directly involved in hiring new employees. While respondents involved in hiring decisions had a similar range of job title categories, there was more variety among respondents indicating "other" titles.

Q7. How has the workforce in your company/organization been impacted by COVID-19?

At this stage in the survey, respondents were asked a logic-style question, where their response to the initial question would determine any follow-up queries. Participants were first asked how COVID-19 had impacted the workforce size at their company/organization.

47% (n=19) of respondents indicated that the workforce size had decreased at their company/organization as a result of COVID-19, while a similar number (n=18, 45%) indicated that the workforce size had not changed during COVID-19. A minority of respondents (n=3, 18%) reported that their workforce size had increased as a result of the pandemic.

Of the 47% (n=19) of respondents reporting that their workforce size **decreased**, 47% (n=9) are for-profit companies, 37% (n=7) are government organizations, and 11% (n=2) are not-for-profit organizations. 74% of these respondents employ fewer than 100 people.

Of the 18% (n=3) of respondents reporting that their workforce size **increased**, all are not-for-profit organizations and employ fewer than 50 people.

Of the 45% (n=18) of respondents reporting that COVID-19 had **no impact** on their workforce size, 44% (n=8) are government organizations, 33% (n=6) are not-for-profit organizations, and 22% (n=4) are for-profit organizations. Half (n=9) of these respondents employ fewer than 100 people.

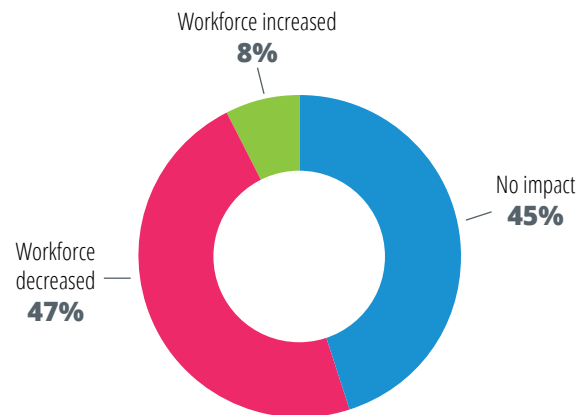


Figure 8: Impact of COVID-19 on respondent workforce size

	SECTORS	TOTAL
Workforce decreased	Car repair, recreation, wedding/ events, education, community services, library, chemicals, law enforcement, office space rentals, settlement/ immigration, accounting/bookkeeping, healthcare, hospitality, social services, government and construction	19
Workforce increased	Construction and renovation, arts, social services	3
No impact	Education, glass glazing, recreation, arts and culture, government, restorative justice, child care, retail, library, import/export, settlement/ immigration, and social services	18
TOTAL		40

Figure 9: Respondent workforce impact by sector

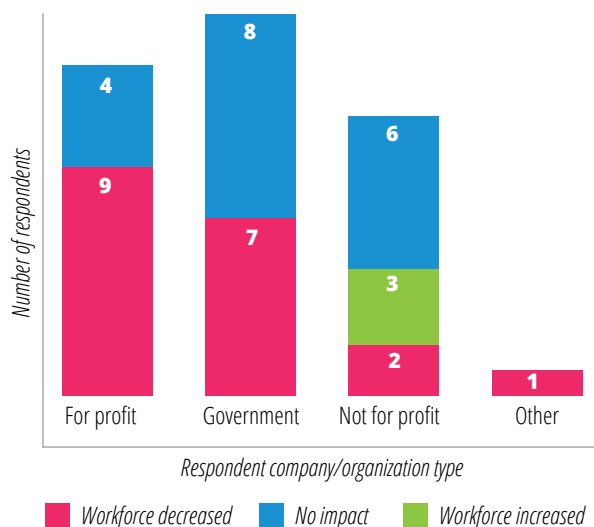


Figure 10: Respondent workforce impact by company/organization type

Q7a. If size has decreased:

The 47% (n=19) of respondents reporting that their workforce size had decreased as a result of COVID-19 were subsequently asked to what degree their workforce size

decreased, and whether they anticipated that decrease would return to pre-COVID levels.

63% of these respondents (n=12) reported that their workforce had decreased somewhat, while 37% (n=7) reported that it had decreased significantly.

37% (n=7) anticipated that their workforce would remain decreased, while 63% (n=12) reported that the workforce is returning to pre-COVID levels.

Overall, 47% (n=9) of respondents felt that COVID-19 had resulted in somewhat of a decrease in workforce, but that the workforce is returning to pre-pandemic levels.

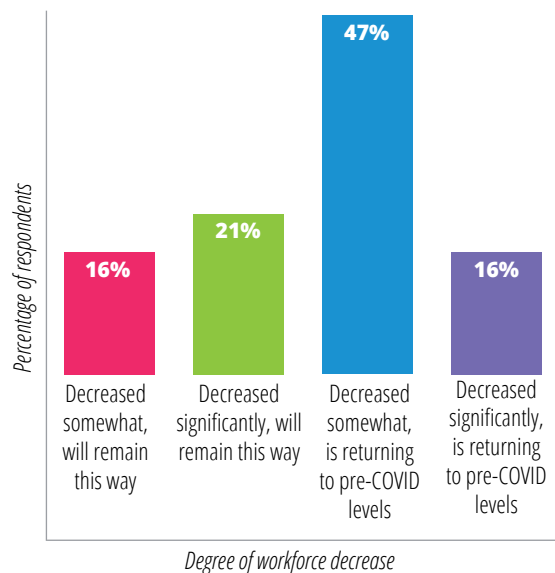


Figure 11: Degree of workforce decrease and expected recovery

Q7b. If size has increased:

The 18% of respondents reporting that their workforce had increased as a result of COVID-19 were subsequently asked to what degree their workforce size increased, and whether they anticipated that increase would return to pre-COVID levels.

100% (n=3) of these respondents reported that the workforce size had increased somewhat, and that they anticipated it would remain this way.

Q8. Do you have additional comments regarding the impact of the COVID-19 pandemic on the workforce in your company/organization?

All respondents were asked if they had additional comments regarding the impact of COVID-19 on the workforce of their company/organization. 23 participants shared their thoughts. An analysis of their responses highlighted the following themes:

- **Impact of health restrictions:** several respondents noted that their companies/organizations have needed to be flexible in all aspects of their business, including hiring. Some respondents reported needing to temporarily lay off some positions, or place a hiring freeze on others, and recall them at a later time.
- **Difficulty hiring (rates/available positions):** some respondents noted an increase in labour rates and starting wages over the course of the pandemic, which impacts their ability to hire. In addition, some reported that there is less interest among potential applicants in part-time, casual, and onsite roles (as opposed to full-time/benefitted, remote jobs). One respondent reported that general labourers seemed to prefer to access the Canada Emergency Response Benefits rather than work.
- **Employee impact/preferences:** some respondents noted the impact that the pandemic had on employee mental health, particularly regarding stress levels and burnout. They reported an increase in staff coping with mental health challenges, which often resulted in reduced working hours, employees resigning, or volunteers reducing their commitments. Other employees decided to retire, switch career paths, or pursue higher education during the pandemic, which also resulted in increased job vacancies.
- **Different impacts depending on type of work:** several respondents noted that the impacts of COVID-19 on their workforce

were not felt equally across different roles. For example, some companies/organizations were forced to lay off employees in onsite roles (e.g., facilities), but hired additional employees in other fields that the pandemic made a high priority (e.g., Information Technology)

- **Sustaining new opportunities:** one respondent noted that funding available as a result of COVID-19 had helped their company/organization create new positions that they were previously unable to hire for. However, they noted additionally that it would be a challenge to sustain those positions.
- **Other economic trends intersecting with COVID-19:** one respondent noted that, despite the impact of the pandemic, rapid and sustained growth in certain sectors (like housing) is not evenly felt across other sectors.

Q9. Is your company/organization currently experiencing a skills/staffing shortage?

Participants answered a number of questions about skills and staffing shortages. The first asked whether their company/organization is currently experiencing such a shortage.

67% (n=27) reported experiencing a skills/staffing shortage—this includes 69% of all for-profit respondents, 67% of all government respondents, and 64% of all not-for-profit respondents.

In every size of organization, an equal or greater number of respondents reported experiencing a skills/staffing shortage as those who did not report experiencing a shortage. The discrepancy was particularly great between organizations employing 21-50 employees (4 experiencing a shortage, 1 not), and those employing more than 501 people (8 experiencing a shortage, 2 not).

33% of respondents indicated that they were not currently experiencing a skills/staffing shortage.

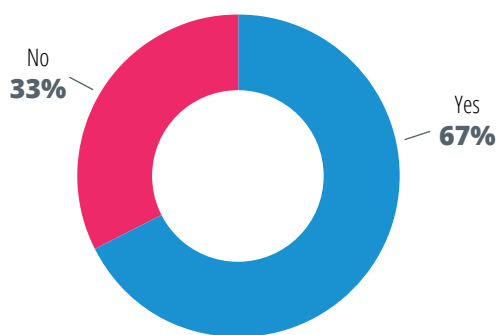


Figure 12: Employers currently experiencing a skills/staffing shortage

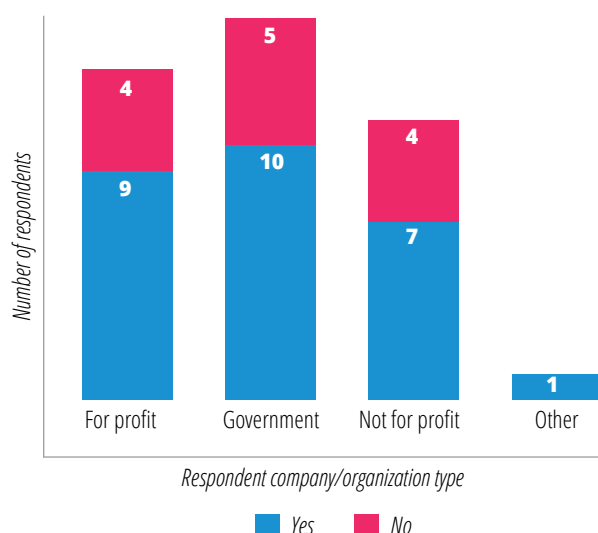


Figure 13: Respondents currently experiencing a skills/staffing shortage, by company/organization type

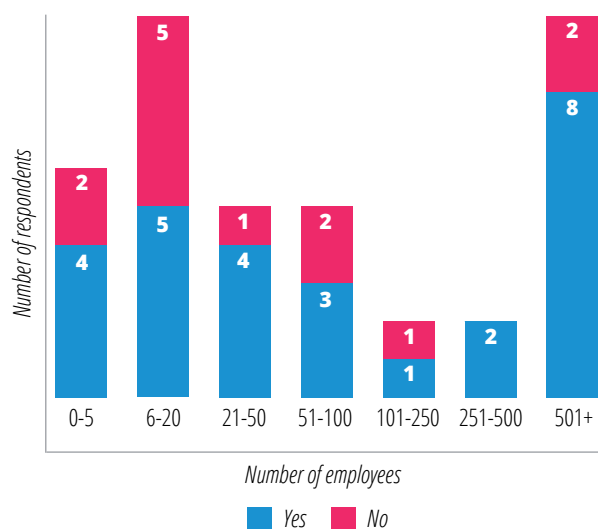


Figure 14: Employers experiencing a skills/staffing shortage, by number of employees at the company/organization

Q9a. From the perspective of your company/organization, the skills/staffing shortage is: a minor problem; somewhat of a problem; a significant problem; other

The 67% (n=27) of respondents that reported currently experiencing a skills/staffing shortage were subsequently asked whether the shortage is a minor problem, somewhat of a problem, a significant problem, or “other”.

81% (n=22) of respondents reported that the skills/staffing shortage is a problem; 44% (n=12) reported that it is a significant problem, and 37% (n=10) reported that it is somewhat of a problem. 15% (n=4) reported that it is a minor problem. In all types of company/organization, more respondents believe the shortage is a significant problem or somewhat of a problem than a minor problem. This is particularly true of not-for-profit respondents, where none believes the shortage is minor problem.

The one respondent that selected “other” perceived a problem in their company/organization with hiring qualified and/or knowledgeable people, not necessarily that there was a shortage of people.

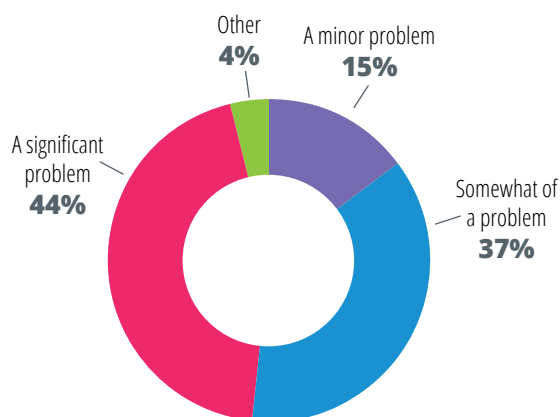


Figure 15: How serious a problem is the current skills/staffing shortage

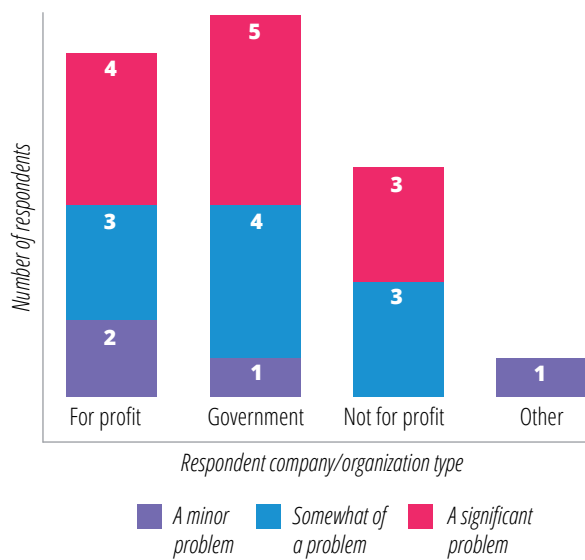


Figure 16: How serious a problem is the current skills/staffing shortage, by company/organization type

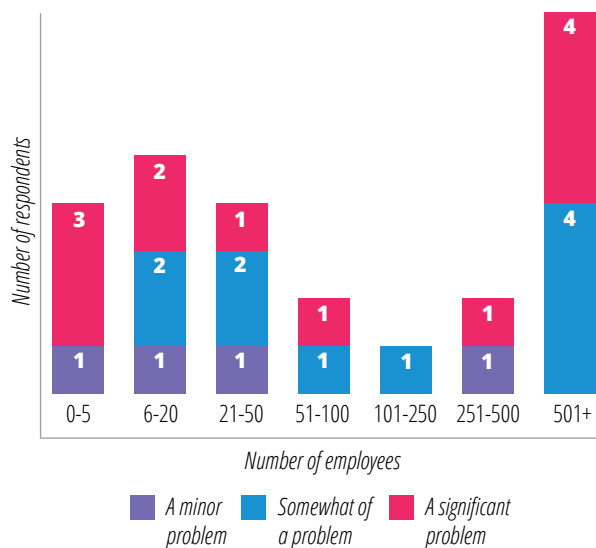


Figure 17: How serious a problem is the current skills/staffing shortage, by number of employees

Q9b. How is your company/organization responding, or planning to respond, to the skills/staffing shortage?

The 67% (n=27) of respondents that reported currently experiencing a skills/staffing shortage were subsequently asked how they are responding, or are

planning to respond, to the shortage. Respondents were able to select more than one response.

89%—all but 3—of these respondents indicated that they would respond to the skills/staffing shortage by hiring new employees. Participants were asked to select what type of new employees they are hiring/plan to hire—full-time, part-time, and/or temporary contract employees. 56% report that they are hiring/will hire new part-time employees; 52% will hire/are hiring new full-time employees; and 37% will hire/are hiring new temporary contract staff.

In addition to hiring new employees, 30% of respondents indicated they are or are planning to recall/re-hire laid-off employees. Every respondent that indicated they are/are planning to recall or re-hire laid-off employees also indicated that they are/are planning to hire new full-time, part-time or contract employees and staff.

The three respondents not hiring or re-hiring employees gave reasons including: business is not sufficient to support new positions; the company/organization will invest in apprentices; and the company/organization is choosing to divide work among existing staff.

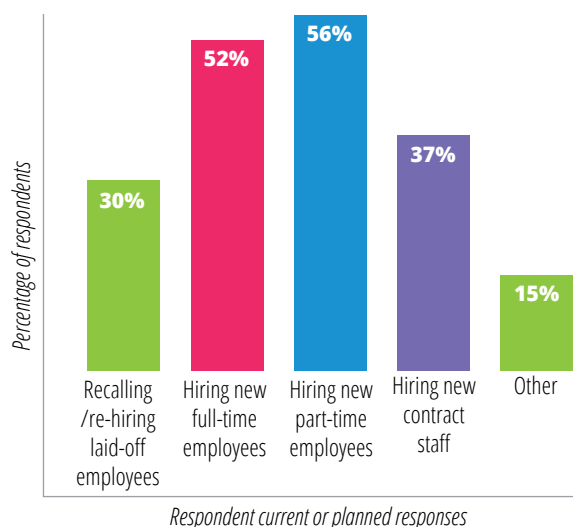


Figure 18: Current or planned responses to the current skills/staffing shortage

Q9c. From the perspective of your company/organization, which positions are difficult to recruit for?

The 67% (n=27) of respondents that reported currently experiencing a skills/staffing shortage were subsequently asked which positions are most difficult to recruit for.

In this survey, office and/or administrative professionals, and construction and skilled trades both received the highest response rate of 26% (n=7). Closely following are management professionals, community and/or social service workers, and retail and/or hospitality workers with 22% (n=6) each.

The positions that received the fewest responses were transportation and/or material movers, and nurses and/or care aides, with 1 response each (4%), and accounting and/or finance professionals with 2 responses (7%).

Respondents also noted “other” positions that are difficult to recruit for. Of the 8 responses in this section, 50% were fitness and physical activity instructor positions, including for swimming, skating and other sports. Other positions include:

- Very specific positions: requires experience with children and availability for unusual, split-shift hours
- Warehouse
- Reception and maintenance staff
- Facilitators
- Police officers and office support staff
- Front desk/cashiers

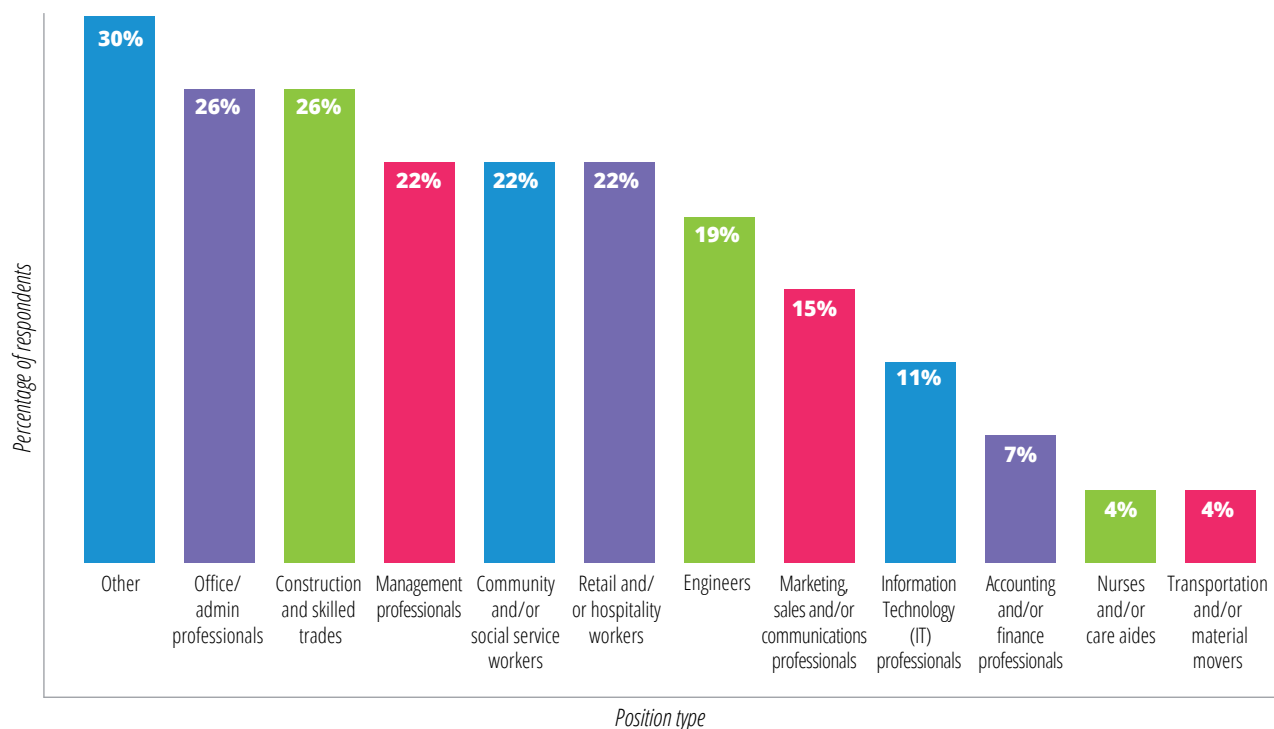


Figure 19: Most difficult positions to recruit

Q10. What strategies does your company/organization use to recruit new employees?

All survey participants were asked to indicate what strategies or tools their company/organization uses to recruit new employees. Respondents were able to select multiple options.

The most commonly reported strategies were “referrals from colleagues, employees and friends (word of mouth)” and “external hiring websites (Indeed, etc.)”, which were both selected by 70% of respondents (n=28). “Company website” was selected by 65% of respondents (n=26), while “social media (LinkedIn, Facebook, etc.)” was selected by 58% of respondents (n=23). These represent all of the listed strategies that were selected by >50% of the respondent pool.

The least common strategies were “collaboration with a community or non-profit organization” (8%, n=3), “paid advertisements in local newspapers or magazines” (13%, n=5), and “government-funded employment services (WorkBC, etc.)” (18%, n=7).

“Other” strategies offered by respondents include:

- A collective agreement dictates how candidates can apply and be considered. Options like referrals from colleagues cannot be used.
- Inter-agency network community announcements, Work in Not-for-profits website, emails to HR and training at Squamish Nation and Tsleil-Waututh, employment sites at SFU, UBC, CapU, VCC

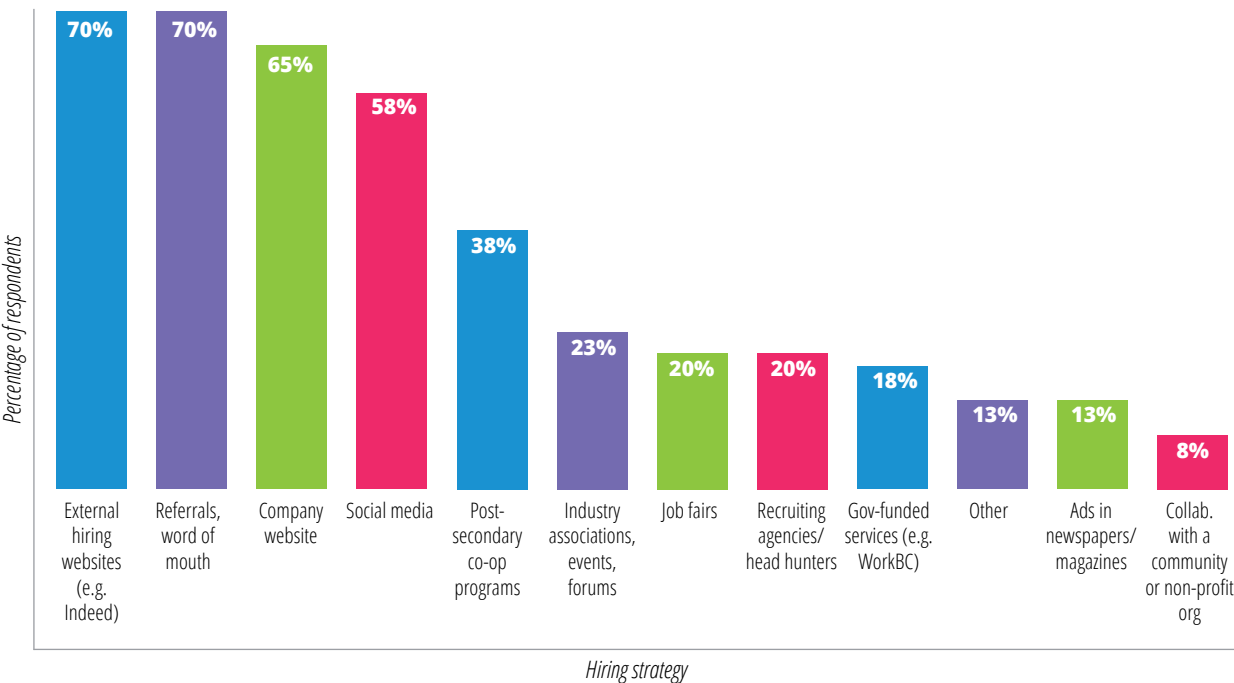


Figure 20: Strategies used to recruit new employees

Q11. Do you have additional comments regarding current skills/labour shortages and/or job vacancies?

Some respondents contributed additional comments regarding current skills/labour shortages and/or job vacancies. Additional comments regarding skill shortages included suggestions to strengthen connections between employers, employment and settlement services and recent immigrants to respond to immediate, local job openings; an expected easing of the length of the hiring process as the pandemic lifts; more recent immigrants entering the labour market after government aid relating to the pandemic ends; challenges attracting workers from Metro Vancouver to travel to the North Shore.

Q12. Does your company/organization have any experience employing recent immigrants?

The next portion of the survey involved logic-style questions about respondents' experiences employing recent immigrants. Of the 39 participants that responded, 62% (n=24) reported having experience employing recent immigrants, while 38% (15) do not have any experience employing recent immigrants.

Of the 39 respondents, 26 represent companies/organizations that employ fewer than 100 people. Of these 26, 58% (n=15) report having experience employing recent refugees.

Of the 39 respondents, 13 represent companies/organizations that employ more than 100 people. Of these, 69% (n=9) report having experience employing recent refugees. The remaining 3, which do not have experience employing recent immigrants, all employ more than 501 people—two are government organizations, and one is a for-profit company.

In the for-profit and government sectors, a greater number of respondents had some experience employing recent immigrants. A lower proportion of organizations in the not-for-profit sector had some experience employing recent immigrants.

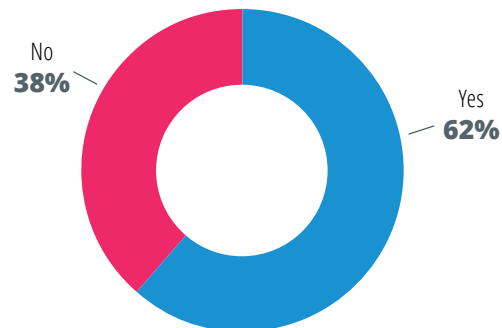


Figure 21: Do employers have experience employing recent immigrants?

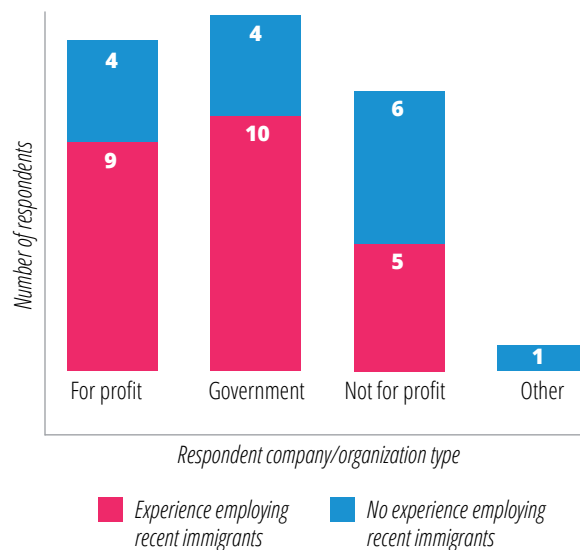


Figure 22: Employer experience with employing recent immigrants, by company/organization type

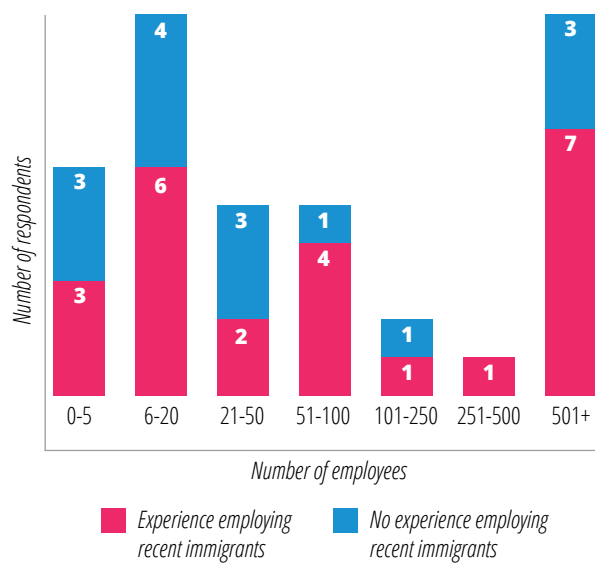


Figure 23: Employer experience with employing recent immigrants, by number of employees

Q12a. Since the start of the COVID-19 pandemic, how many recent immigrants has your company/organization hired?

The 24 participants that indicated their company/organization has some experience employing recent immigrants were asked how many recent immigrants their company/organization has hired since the start of the COVID-19 pandemic. Of those 24, 22 responded (92%).

Of the 22 respondents, 64% (n=14) reported having hired between 1 and 2 recent immigrants since the start of the pandemic.

A similar number of respondents reported having hired either zero (18%, n=4) or between 3-10 (14%, n=3) recent immigrants since the start of the pandemic. A single respondent (representing 4% of the respondent sample) reported having hired more than 10 recent immigrants since the start of the pandemic. This respondent represents a for-profit company in the healthcare sector employing between 51-100 people.

The 14 respondents that reported having hired between 1 and 2 recent immigrants since the start of the pandemic are relatively equally distributed by organization type (5 for-profit, 5 government, 4 not for-profit). However, 43% (n=6) of them represent companies/organizations that employ 6-20 people.

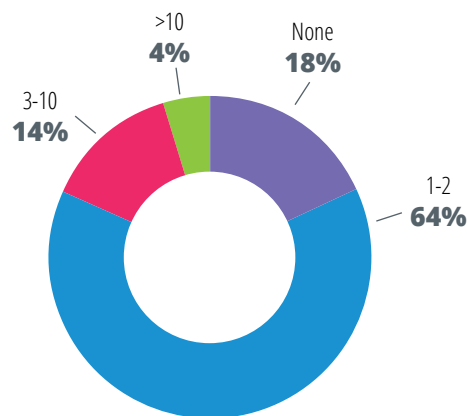


Figure 24: Number of recent immigrants hired by employers since the start of the COVID-19 pandemic

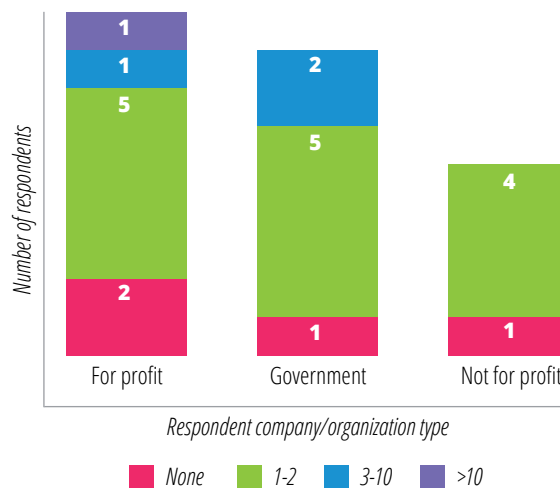


Figure 25: Number of recent immigrants hired by employers since the start of the COVID-19 pandemic, by employer type

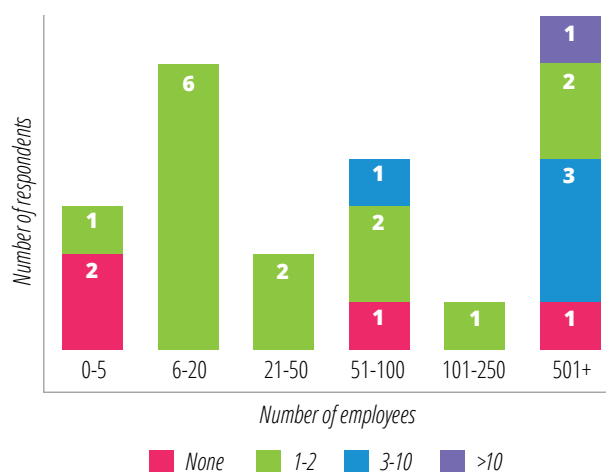


Figure 26: Number of recent immigrants hired by employers since the start of the COVID-19 pandemic, by number of employees

Q12b. Since the start of the COVID-19 pandemic, how many recent immigrants has your company/organization let go?

The same 22 survey participants answered a question about how many recent immigrants their company/organization has let go since the start of the COVID-19 pandemic.

The majority (73%, n=16) did not let any recent immigrants go since the start of the COVID-19 pandemic. 5 respondents (23%) report having let go 1-2 recent immigrants, while only 1 respondent (representing 4% of the respondent sample) reported letting go 3-10 recent immigrants. This respondent represented a government organization in the education sector, employing more than 501 people, that had also reported hiring 3-10 recent immigrants since the start of the pandemic.

No respondent reporting letting go more than 10 recent immigrants.

The 6 respondents reporting having let go of at least 1 recent immigrant since the start of COVID-19 included for-profit, government and not for-profit companies/organizations. 5 of them represented companies/organizations that employ fewer than 100 people.

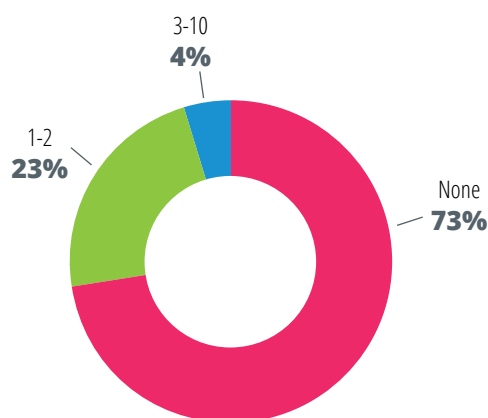


Figure 27: Number of recent immigrants let go by employers since the start of the COVID-19 pandemic

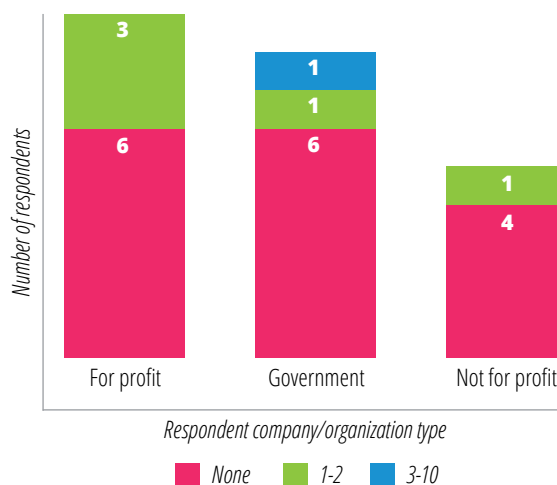


Figure 28: Number of recent immigrants let go by employers since the start of the COVID-19 pandemic, by organization/company type



Figure 29: Number of recent immigrants let go by employers since the start of the COVID-19 pandemic, by number of employees

Q12c. What percentage of your current workforce would you estimate is recent immigrant talent?

The same 22 respondents gave a free-form estimate of what percentage of their current workforce represents recent immigrant talent. The responses range from 0% (n=2) to 89% (n=1). The mean value equals 19%, and the median value equals 11%.

The highest values given include:

- 89%, for-profit company in the glass glazing industry, 0-5 employees
- 50%, for-profit company in the construction industry, 0-5 employees
- 49%, for-profit company in the healthcare industry, 51-100 employees

The lowest values given include:

- 0%:
 - ▶ Not for-profit organization in the community services sector, 6-20 employees

- 1%
 - ▶ For-profit company in the wedding/events sector, 6-20 employees
 - ▶ Local government organization, 501+ employees
- 2%
 - ▶ Government organization in the education sector, 501+ employees
 - ▶ Municipal government organization, 501+ employees

Q12d. Does your company/organization proactively seek out recent immigrants to fill job vacancies?

The same 22 participants answered whether their company/organization proactively seeks out recent immigrants to fill job vacancies. 64% of respondents (n=14) reported that they **do not** proactively seek out recent immigrants, while the remaining 36% (n=8) reported that they **do** proactively seek out recent immigrants to fill job vacancies.

6 respondents represent companies/organizations that employ more than 100 people **and do not** proactively seek out recent immigrants to fill job vacancies. Of those 6, 67% (n=4) are government organizations. One respondent that employs more than 100 people **does** report proactively seeking recent immigrants to fill job vacancies—it also represents a government organization.

8 respondents represent companies/organizations that employ less than 100 people **and do not** proactively seek out recent immigrants to fill job vacancies. Of those 8, half are for-profit companies, and 38% (n=3) are government organizations. On the other hand, there are 7 respondents from companies/organizations that employ less than 100 people **and do** proactively seek out recent immigrants to fill job vacancies. Of those 7, 57% (n=4) are for-profit companies, and 43% (n=3) are not for-profit organizations.

Earlier in the survey, respondents were asked whether their company/organization is currently experiencing a skills/staffing shortage. Of the respondents that answered “yes”, 13 went on to answer the current question as well; 54% (n=7) reported that they **do** proactively seek out recent immigrants, and 46% (n=6) reported that they **do not** proactively seek out recent immigrants to fill job vacancies.

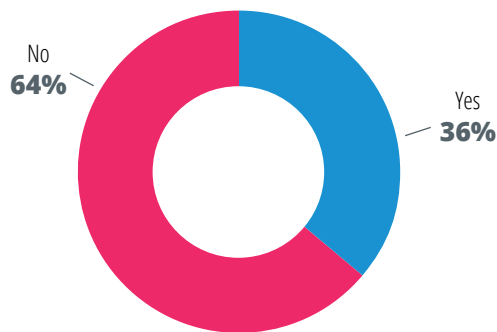


Figure 30: Do employers proactively seek out recent immigrants to fill job vacancies?

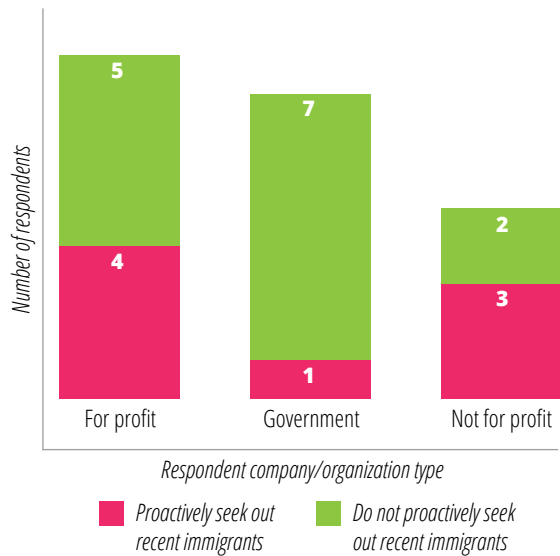


Figure 31: Do employers proactively seek out recent immigrants to fill job vacancies? By company/organization type

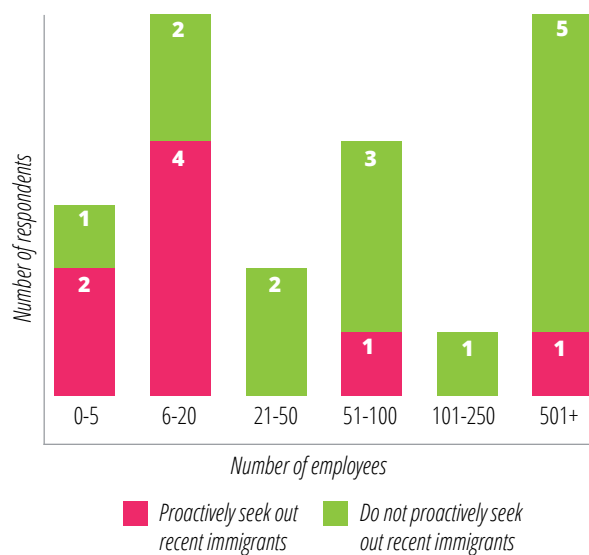


Figure 32: Do employers proactively seek out recent immigrants to fill job vacancies? By number of employees

Q12e. What strategies does your company/organization use to recruit recent immigrant talent?

Of the 8 respondents that reported proactively seeking out recent immigrants to fill job vacancies, 7 selected the strategies that their company/organization uses to do so.

86% (n=6) reported using the same strategies used for non-immigrant employees. The next highest response was “referrals from recent immigrant employees” (43%, n=3). 29% (n=2) selected “collaboration with an immigrant-serving organization” or “advertisements in local newspapers, magazines or websites targeted at recent immigrants and/or ethnic communities”. One respondent (representing 14% of the respondent pool) reported that recent immigrant employees approached their business to ask about opportunities.

No respondents selected responses including “collaboration with a government immigrant program”, “international recruiting agencies/head hunters”, or “immigration consultants.”

Two respondents contributed “other” answers. One indicated their company/organization works with WorkBC. The other commented that they have attempted to work with immigration services “to no avail.”

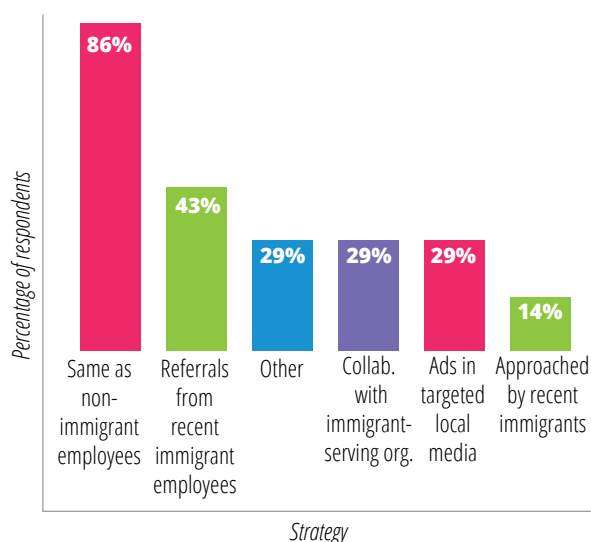


Figure 33: Employers' strategies for proactively seeking out recent immigrant talent

Q13. Please complete the following statements to the best of your knowledge.

35 respondents completed a series of statements—focused on their company/organization's experience with recent immigrants—to the best of their knowledge. The statements include:

- **Statement 1:** There are recent immigrants on the North Shore with skills applicable to my company/organization
- **Statement 2:** My company/organization is open to hiring recent immigrants
- **Statement 3:** My company/organization has benefitted from recent immigrants' skills and experiences

- **Statement 4:** My company/organization's workplace culture has been enriched by having recent immigrant employees
- **Statement 5:** My company/organization has policies and practices in place to support the hiring and retention of recent immigrants (e.g. Equity, Diversity and Inclusion policies).

In all cases, more than 50% of respondents selected “strongly agree” or “somewhat agree” to each statement. A particularly high percentage (63%) strongly agree that they are open to hiring recent immigrants; however, only 18% strongly agree that there are recent immigrants in the North Shore with skills applicable to their company/organization. When analyzing both somewhat and strong agreement, 89% of respondents agree that they are open to hiring recent immigrants, and 62% agree that there are recent immigrants on the North Shore with skills applicable to their company/organization.

In addition, while 89% of respondents agree that they are open to hiring recent immigrants, 63% agree that their company/organization has policies and practices in place to support the hiring and retention of recent immigrants.

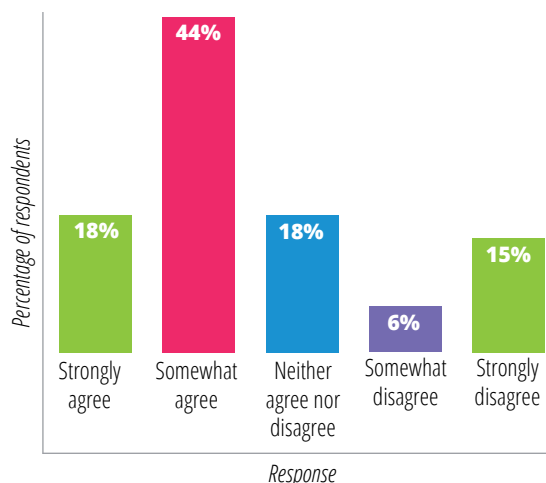


Figure 34: Employer response to “There are recent immigrants on the North Shore with skills applicable to my company/organization”

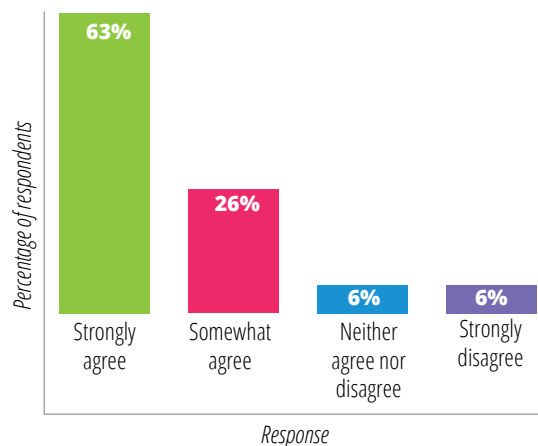


Figure 35: Employer response to “My company/ organization is open to hiring recent immigrants”

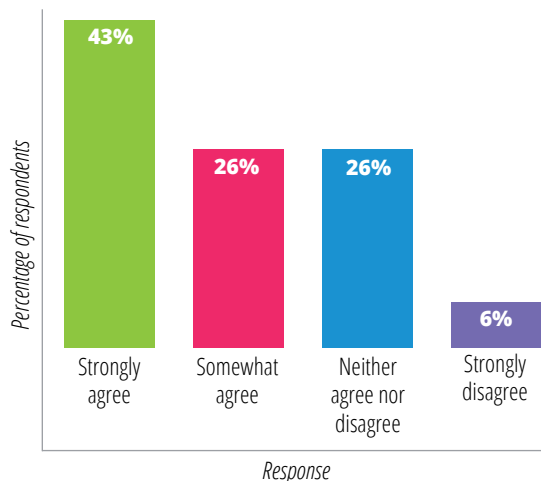


Figure 36: Employer response to “My company/ organization has benefitted from recent immigrants’ skills and experiences”

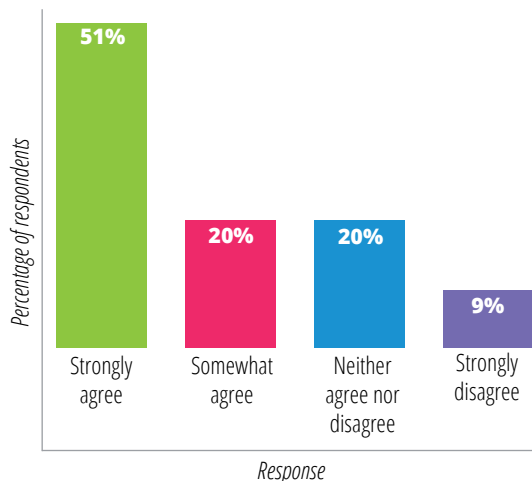


Figure 37: Employer response to “My company/ organization’s workplace culture has been enriched by having recent immigrant employees”

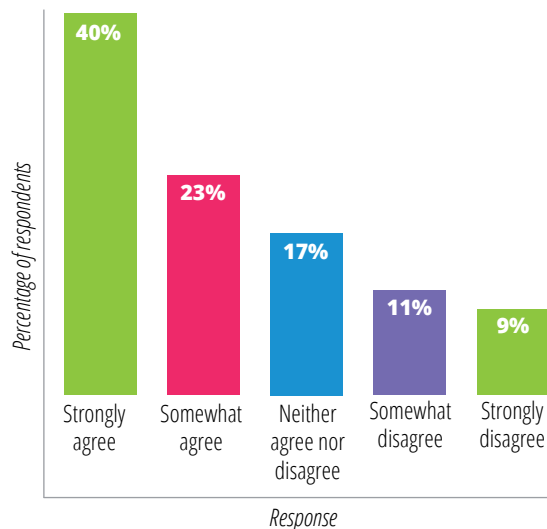


Figure 38: Employer response to “My company/ organization has policies and practices in place to support the hiring and retention of recent immigrants (e.g. Equity, Diversity and Inclusion policies)”

Q14. In your opinion, what are the biggest barriers to recruiting and/or hiring recent immigrant talent?

35 respondents shared their opinions about the biggest barriers to recruiting and/or hiring recent immigrant talent.

Two options received responses from more than 50% of respondents. They were:

- We lack information on how to access the recent immigrant talent pool: 54% (n=19)
- Recent immigrant applicants may not have the language skills required for the job: 54% (n=19)

Other commonly selected responses were:

- Recent immigrant applicants may not have the soft skills required for the job (e.g. communication skills): 40% (n=14)
- Recent immigrants lack specific credentials/ qualifications required for the job: 34% (n=12)

The least commonly selected responses were:

- We don't have previous experience working with recent immigrant employees: 6% (n=2)
- Recent immigrants from different cultural backgrounds may not fit within our company's culture: 11% (n=4)
- Recent immigrants are not always committed to staying in the region, province or country: 11% (n=4)

"Other" barriers to recruiting and/or hiring recent immigrant talent include uncertainty around the duration of work visas and whether it is affordable to invest in employees who may not be able to remain in the country; and position-related barriers—for example, senior-level positions in provincially-regulated industries require more locally-specific knowledge and industry experience.

Q15. Do you have additional comments regarding the recruitment and/or hiring of recent immigrants?

A small number of respondents contributed additional comments regarding the recruitment and/or hiring of recent immigrants.

Some respondents commented on their past attempts to hire recent immigrants, and noted that they lack support from, for example, immigration and settlement services agencies. One participant recounted the experience of working directly with a settlement services agency to try to fill a part-time position, only to receive no referrals. Another reported having proceeded through the Permanent Residency process with an employee, only for that employee to ultimately decide to return to their country of origin.

Others noted that company/organization hiring policies restrict who they are able to employ. For example, some employers are only able to hire workers that have lived in Canada as a Permanent Resident for three of the last five years.

Finally, one respondent noted that the experience required in their specific industry (events) is not common among recent immigrants.

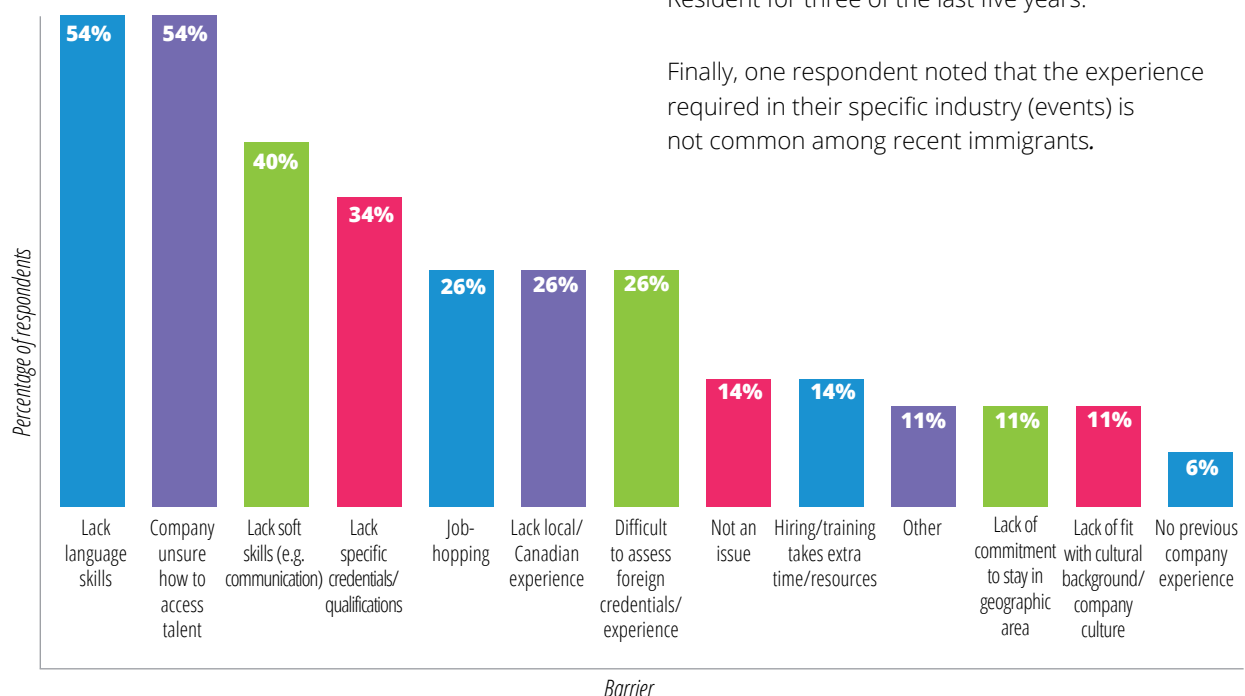


Figure 39: Employers response to biggest barriers to recruiting and/or hiring recent immigrant talent

Recommendations

This report provides important insight into how North Shore businesses/organizations and employers can develop effective strategies for integrating recent immigrants into the labour market, with a particular emphasis on workforces rebuilding in the context of aggressive COVID-19 recovery strategies. In surfacing a variety of employer experiences, this report presents actionable recommendations and “promising practices” for employers, service organizations and business leaders to find new pathways for engaging recent immigrants and building a strong local economy.

Based on the findings of this report, NSIIP is advancing the following recommendations:

1. Diversify recruitment strategies to tap recent immigrant talent

- Increase the flow of information and coordination about local job openings between North Shore employers, employment services and recent immigrants
- Assess the viability of establishing a North Shore job portal for local employers, service provider organizations and recent immigrants to identify and respond to job openings

2. Develop innovative practices for hiring recent immigrant talent

- Develop and implement policies and practices that support hiring recent immigrant talent, such as Equity, Diversity and Inclusion (EDI) policies
- Support and increase employer capacity to assess credentials, competencies and skills acquired outside of Canada
- Build understanding of how unconscious bias can impact hiring practices and develop strategies and tools to support more inclusive hiring cycles

3. Build inclusive retention practices to sustain a more diversified employee base

- Develop and implement policies and practices that support recent immigrant employee retention, such as Equity, Diversity and Inclusion (EDI) policies
- Increase awareness and understanding of retention strategies that support recent immigrant employees to excel in Canadian work places such as:
 - ▶ internal skills building programs for employees, including offering micro-credentialing opportunities to meet sector specific labour demands
 - ▶ onboarding and mentorship opportunities to help recent immigrants learn about company culture and support overall workforce retention
 - ▶ industry/sector specific language coaching and training

4. Learn how skilled, recent immigrant talent can address labour shortages

- Increase awareness of the breadth and depth of recent immigrant talent in the North Shore by developing relationships with service provider organizations, government immigration programs, and business leaders
- Increase employer awareness of immigration trends and understanding of hiring opportunities for temporary foreign workers and other short-term visa holders in the post COVID economy recovery period

The data gathered through this project offers important contributions to the conversation of harnessing new talent and in-demand skill sets to support economic re-building in a post-COVID context. Across diverse sectors, labour shortages are an acute reality for many employers, and the pressure to hire skilled talent is high. Although the

survey focused primarily on the post-COVID economic recovery period, this report also offers insights—such as how employers most often attempt to recruit new employees—that can inform long-term strategies beyond the current economic context. In a competitive labour market, there are growing opportunities for employers to build meaningful and mutually beneficial bridges with skilled, recent immigrant talent. The above recommendations can build a foundation of promising practices that benefit employers, service organizations, business leaders and recent immigrant talent long into the future.

Appendix 1: Survey

Introduction

Thank you for taking the time to complete this survey designed by the North Shore Immigrant Inclusion Partnership (NSIIP).

NSIIP is a coalition of community agencies and institutions focused on improving the settlement outcomes of new immigrants. NSIIP's mission is to work collaboratively to support North Shore residents and organizations, and ensure all immigrants have opportunities to fully participate economically, socially, and civically.

As an employer, your participation in this survey is valued and important. The information collected through this survey will play a vital role in building promising practices for integrating recent immigrants into the labour market, with a particular emphasis on workforces rebuilding in the context of aggressive COVID-19 recovery strategies. Our goal is to improve your ability to successfully hire and retain recent immigrant talent to support your business objectives.

We are entering an important period of economic recovery and re-building following the COVID-19 pandemic. However, this period of growth and progress will not benefit all workers equally; research shows that recent immigrants will experience disproportionately larger challenges in seeking labour market re-attachment in the post-COVID-19 economy. At the same time, there are growing opportunities for employers to build meaningful and mutually beneficial relationships with recent immigrants.

Survey Goals

- Map workforce shortages in the COVID-19 economic recovery context
- Identify successes and barriers to recruiting, hiring and retaining recent immigrant employees

Definition of “Recent Immigrant” for this survey

For the purpose of this survey, “recent immigrant” refers to individuals who are new or recent arrivals to Canada, within the last 5 years or less.

Survey Questions

BACKGROUND INFORMATION

Q1. In which municipality or on what First Nation land does your company/organization operate?

- District of West Vancouver
- District of North Vancouver
- City of North Vancouver
- Squamish Nation lands
- Tsleil-Waututh Nation lands
- None of the above
- (Logic—if none of the above—survey ends)

Q2. How would you classify your company/organization?

- For-profit
- Not for-profit
- Government
- Other (please specify) _____

Q3. How many employees work for your company/organization?

- 0–5 employees
- 6–20 employees
- 21–50 employees
- 51–100 employees
- 101–250 employees
- 251–500 employees
- 501+ employees

Q4. In what industry or business sector does your company/organization operate?
<text box>

Q5. What is your title or position at your company/organization?

- Owner / President / CEO / CFO / COO
- Vice President / Director / Senior Manager
- Human Resources Manager (or similar position in Human Resources)
- Other (please specify)

Q6. In your role, are you involved in hiring new employees?

- Yes
- No

IMPACTS OF COVID-19 PANDEMIC

Q7. How has the workforce in your company/organization been impacted by COVID-19?

- Workforce size has decreased (Logic—go to 7a)
- Workforce size has increased (Logic—go to 7b)
- No impact—Workforce size has remained the same (Logic—go to 8)

7a)

- Workforce size decreased *significantly*, and will remain this way
- Workforce size decreased *somewhat*, and will remain this way
- Workforce size decreased *significantly*, but has now returned to pre-COVID levels
- Workforce size decreased *somewhat*, but has now returned to pre-COVID levels

7b)

- Workforce size increased *significantly* and will remain this way
- Workforce size increased *somewhat* and will remain this way
- Workforce size increased *significantly*, but has now returned to pre-COVID levels
- Workforce size increased *somewhat*, but has now returned to pre-COVID levels

Q8. Do you have any comments that you'd like to share regarding the impact of the COVID-19 pandemic on the workforce in your company/organization? <text box>

SKILLS/LABOUR SHORTAGES AND JOB VACANCIES

Q9. Is your company/organization currently experiencing a skills/staffing shortage?

- Yes (Logic—go to 9b)
- No (Logic—skip to 12)

9a. From the standpoint of your company/organization, the skills/staffing shortage is:

- A significant problem
- Somewhat of a problem
- A minor problem
- Other (please specify) _____

9b. How is your company/organization responding, or planning to respond, to the skills/staffing shortage? (Check all that apply)

- Recalling/re-hiring laid-off employees
- Hiring new full-time employees
- Hiring new part-time employees
- Hiring new temporary contract staff
- Other (please specify) _____

9c. From your company's/organization's perspective, which vacant positions are you finding it difficult to recruit new employees/staff for? (Check all that apply)

- Management
- Accounting and/or finance professionals
- Information Technology (IT) professionals
- Marketing, sales, and/or communications professionals
- Engineers
- Skilled trades workers
- Nurses and/or care aides
- Community and/or social service workers
- Transportation and/or material movers
- Office and/or administrative support
- Retail and/or hospitality workers
- Other (please specify)
- N/A—my company/organization does not have any difficulty finding skilled workers

Q10. To fill job vacancies, what methods and tools does your company/organization use to recruit new employees/staff? (Check all that apply)

- Referrals from colleagues, employees and friends (word of mouth)
- Company website
- External hiring websites (Indeed, etc.)
- Social media (LinkedIn, Facebook, etc.)
- Paid advertisements in local newspapers or magazines
- Post-secondary institutions (co-op programs)
- Unsolicited applications
- Local recruiting agencies / head-hunters
- International recruiting agencies / head-hunters
- Participation in local job fairs
- Immigrant serving organizations

- Government-funded employment services (WorkBC, etc.)
- Government immigration programs
- Industry-specific associations, networking events, or forums
- Immigration Consultants
- Other (please specify) _____

Q11. Do you have any comments that you'd like to share regarding current skills/labour shortages and/or job vacancies? <text box>

RECRUITMENT AND HIRING OF RECENT IMMIGRANTS

Q12. Does your company/organization have any experience employing recent immigrants?

- Yes
- No (Logic—skip to Q20)

12a. Since March 2020, how many recent immigrants has your company/organization hired?

- None
- 1–2
- 3–10
- More than 10
- I don't know

12b. Since March 2020, how many recent immigrants has your company/organization let go?

- None
- 1–2
- 3–10
- More than 10
- I don't know

12c. What percentage of your current workforce would you estimate is recent immigrant talent? <text box>

12d. Does your company/organization proactively seek out recent immigrants to fill job vacancies?

- Yes
- No

Please explain why _____

(Logic, if no, after please explain pops-up, then they skip to Q20)

12e. What strategies has your company/organization used to recruit recent immigrants? (Check all that apply)

- Use the same process as non-immigrant employees/staff
- Referrals from recent immigrant employees/staff
- Recent immigrant employees approached my business to ask about opportunities
- Advertisements in local newspapers, magazines, or websites targeted at recent immigrant and/or ethnic communities
- Collaboration with a community or non-profit organization
- Collaboration with an immigrant serving organization
- Collaboration with a government program / employment consultant
- Collaboration with a private placement agency
- Other (please specify) _____

Q13. Please complete the following statements to the best of your knowledge:

<Matrix of statements that respondents select strongly agree, somewhat agree, neither agree nor disagree, somewhat disagree, and strongly disagree>

- There are recent immigrants on the North Shore with skills applicable to my company/organization
- My company/organization is open to hiring recent immigrants
- My company/organization has benefitted from recent immigrants' skills and experiences
- My company/organization's workplace culture has been enriched by having recent immigrant employees
- My company/organization has policies and practices in place to support the hiring and retention of recent immigrants (e.g., Diversity, Equity and Inclusion policies)

Q14. In your opinion, what are the biggest barriers to recruiting and/or hiring recent immigrants? (Check all that apply)

- Concerns that recent immigrant applicants may not have the language skills required to do the job
- Concerns that recent immigrants' applicants may not have the soft skills required (e.g., communication skills)
- It is too time-consuming and costly to assess foreign credentials and experience
- Concerns that recent immigrants lack specific credentials / qualifications
- Concerns that hiring and training recent immigrants takes extra time and resources
- We lack information on how to access this pool of labour
- We don't have any previous experience working with recent immigrant employees

- New recent immigrants don't have local or Canadian experience, and this will impede their abilities to integrate into the workplace
- Concerns about how employees from different cultural backgrounds will fit within our company's culture
- Concerns about recent immigrants joining our company only to leave for other employment opportunities a short time later (job-hopping)
- Concerns that recent immigrants are not always committed to staying in the region, province, or country
- Concerns that hiring and training recent immigrants takes extra time and resources
- It's not an issue for our organization —we already actively recruit, hire and retain recent immigrants
- Other (please specify) _____

Q15. Do you have any comments that you'd like to share regarding the recruitment and/or hiring of recent immigrants? <text box>

Appendix 2: Additional Reading

The following research reports provide more information and insights into the post-COVID economic recovery:

[Centre for International Governance and Innovation](#)¹¹ — The Diversity Dividend: Canada's Global Advantage — A special report (April 2017)

[Conference Board of Canada](#)¹² — Valued Workers, Valuable Work: The Current and Future Role of (Im)migrant Talent (October 2021)

[Future Skills Centre & Public Policy Forum](#)¹³ — Skills for the Post-Pandemic World: Immigration and the Success of Canada's Post-Pandemic Economy (May 2021)

[Future Skills Centre & Public Policy Forum](#)¹⁴ — Employment Gaps and Underemployment for Racialized Groups and Immigrants in Canada: Current Findings and Future Directions (January 2020)

[Government of Canada](#)¹⁵ — Employer's Road Map to Hiring and Retaining Internationally Trained Workers (December 2020)

[Immigrant Employment Council of British Columbia \(IEC-BC\)](#)¹⁶ — Onboarding Newcomers:

A Toolkit for BC Employers (2018)

[Immigrant Employment Council of British Columbia \(IEC-BC\)](#)¹⁷ — How to Retain Talent (2019)

[Immigrant Employment Council of British Columbia \(IEC-BC\)](#)¹⁸ — How to Effectively Create a Welcoming Workplace and Successfully Integrate New Employees (2019)

[Royal Society of Canada Task Force on COVID-19](#)¹⁹ — Supporting Canada's COVID-19 resilience and recovery through robust immigration policy and programs (May 2021)

[Tech and People Network, Diversity and Inclusion Resource Hub](#)²⁰ — Unconscious Bias Resources

[Toronto Region Immigrant Employment Council](#)²¹ — Inclusive Workplace Competencies, The Skills and Knowledge to Build an Inclusive Workplace

[VEZA](#)²² — People of Diverse Backgrounds Terminology Resource (2020)

[The WorkBC Employer's Tool Kit: A Resource for British Columbia Businesses](#)²³ — Diversity at Work, Recruiting and Retaining Immigrants (2008)

11 https://www.cigionline.org/static/documents/documents/DiversitySpecial%20Report%20WEB_0.pdf

12 <https://www.conferenceboard.ca/e-library/abstract.aspx?did=11354>

13 <https://fsc-ccf.ca/wp-content/uploads/2021/05/ImmigrationAndCanadasPostpandemicEconomy-PPF-May2921-EN-1.pdf>

14 <https://ppforum.ca/wp-content/uploads/2020/01/EmploymentGaps-Immigrants-PPF-JAN2020-EN-Feb7.pdf>

15 <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/employer-roadmap-hiring-retaining-internationally-trained-workers.html>

16 <https://iecbc.ca/wp-content/uploads/2019/03/IECBC-Onboarding2018-webV2.pdf>

17 <https://iecbc.ca/category/employer-tools-and-resources/how-to-retain-talent>

18 <https://iecbc.ca/how-to-effectively-create-a-welcoming-workplace-and-successfully-integrate-new-employees>

19 <https://rsc-src.ca/en/covid-19-policy-briefing/supporting-canada's-covid-19-resilience-and-recovery-through-robust>

20 <https://diversity.tapnetwork.ca/search?keywords=unconscious+bias>

21 <https://triec.ca/competencies>

22 <https://diversity.tapnetwork.ca/sites/default/files/2020-07/POC%20Terminology%20Resource.pdf>

23 <https://iecbc.ca/files/WorkBC%20Employers%20Toolkit%20Book4%20-%20Diversity%20at%20Work.pdf>

