



IMMIGRANT WORKFORCE INTEGRATION - PERSPECTIVES FROM NORTH SHORE EMPLOYERS

SUMMARY AND KEY FINDINGS REPORT

THE NORTH SHORE IMMIGRANT INCLUSION PARTNERSHIP

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Contents

OVERVIEW.....	4
Introduction	4
Background	4
Methodology	4
Survey Respondents	5
Limitations	5
SUMMARY OF KEY FINDINGS.....	7
Skills and Labour Shortages	7
Recruitment Methods.....	8
Hiring Immigrants	8
Barriers to Hiring Immigrants.....	9
Practices for Hiring Immigrants	9
Work Experiences for Immigrants	10
Recommendations.....	11
APPENDIX I: SKILLS AND LABOUR SHORTAGES.....	14
Current Shortage of Skilled Workers.....	14
Breakdown by Community.....	14
Breakdown by Type of Company/Organization	14
Breakdown by Size of Business/Employer	15
Breakdown by Top 5 Industries/Sectors	15
Anticipated Shortage of Skilled Workers	15
Breakdown by Type of Company/Organization	16
Breakdown by Size of Business/Employer	16
Breakdown by Top 5 Industries/Sectors	16
Current vs. Anticipated Shortage of Skilled Workers	17
Skills Shortages By Position.....	17
Additional/Specific Positions.....	18
APPENDIX II: RECRUITMENT METHODS	20
Recruitment Methods.....	20
Additional or Specific Approaches	20
Breakdown by Type of Company/Organization	21
Breakdown by Size of Business/Employer	22
APPENDIX III: HIRING IMMIGRANTS.....	23
Number of Recent Immigrants Hired.....	23
Breakdown by Size of Business/Employer	23
Breakdown by Top 5 Industries/Sectors	24
Recruitment Methods for Hiring Recent Immigrants.....	25
Additional or Specific Approaches	25
Breakdown by Type of Company/Organization Employers That Hired 1+ Recent Immigrants Over the Past Five Years	26

Breakdown by Size of Business/Employer Employers That Hired 1+ Recent Immigrants Over the Past Five Years	26
Barriers to Recruitment, Hiring and Retention of Recent Immigrants	27
Additional or Specific Barriers:.....	28
Work Experience Opportunities for Recent Immigrants.....	29
Additional or Specific Practices.....	29
Breakdown by Type of Company/Organization	30
Breakdown by Size of Business/Employer	30
Breakdown by Top 5 Industries/Sectors	31
APPENDIX IV: RECOMMENDATIONS	32
What would assist employers to better access local immigrant workers?	32
APPENDIX V: DEMOGRAPHIC INFORMATION.....	36
Type of Company/Organization	36
Size of Business/Employer	36
Type and Size of Company/Organization	37
Industries/Sectors	38
Type of Company/Organization and Industries/Sectors	41
North Shore Communities	42

OVERVIEW

Introduction

The following report contains the results from an Employer Survey and follow-up interviews, which were part of a research project initiated by the North Shore Immigrant Inclusion Partnership (NSIIP). The purpose of the survey was to consult with the region's major employers to gain a better understanding of the skills and labour shortages specific to the North Shore, potential employment and/or career entry points for new immigrants, and barriers to hiring internationally trained workers. Following the survey, in-depth, one-on-one interviews were conducted with nine employers to delve deeper into the key findings of the survey.

The survey and follow-up interviews sought to answer the following questions:

1. What are the skill shortages and gaps currently experienced by North Shore employers / businesses?
2. What experiences have employers had in hiring immigrant talent?
3. What information or support do employers / businesses need to attract and retain local immigrant talent?
4. How would employers / businesses like to have this information or support presented to them?

Background

The NSIIP is a coalition of 20+ community agencies and institutions focused on improving the settlement outcomes of new immigrants on the North Shore. The goal is to reduce systemic barriers to immigrant integration at both a local and regional level. It is part of a national initiative called Local Immigration Partnerships (LIPs), led by Citizenship and Immigration Canada (CIC), which aims to foster local engagement of organizations that offer services to new immigrants, to support community-level research and planning, and to improve the coordination of services that help immigrants settle and integrate.

In November 2014, the NSIIP began a Community Research and Consultation process, which includes four components: Community Service Provider Consultation, Employer Consultations and Online Survey, Immigrant Focus Groups and Community Leader Consultations. The research and consultation work emerging from this process, including the results from the Employer Survey and Interviews, will be used to inform the development of a Local Immigration Strategic Plan for the North Shore and guide the work of the NSIIP from 2016-2021.

Survey Methodology

The information from the Employer Survey was gathered through an online survey that was distributed to employers / businesses in the three communities of the North Shore – District of North Vancouver, City of North Vancouver and West Vancouver. The survey was active for five weeks, from February 25 to March 31, 2015.

Survey Respondents

The Employer Survey received a total of 115 responses. Survey respondents include for-profit companies, not-for-profit organizations and government agencies, representing a variety of industries/sectors in the three communities of the North Shore.

Breakdown by Community (some organizations operate in more than one community)

- City of North Vancouver – 61%
- District of North Vancouver – 55%
- District of West Vancouver – 48%

Breakdown by Type of Organization

- For Profit – 70%
- Not for Profit – 19%
- Government – 11%

Breakdown by Size of Business

- Small (1-100 employees) – 64%
- Medium (101-500 employees) – 20%
- Large (501+ employees) – 16%

Breakdown by Industry/Sector (top 6)

- Health Care and Social Assistance – 17%
- Construction – 12%
- Retail Trade – 12%
- Educational Services – 9%
- Professional, Scientific and Technical Services – 8%
- Other Services (except Public Administration) – 8%

Interview Methodology and Respondents

Following the survey, 25 employers across all sectors were invited to participate in telephone or in-person follow-up interviews between August and October 2015. Of these, 9 employers from the following 7 sectors agreed to participate, 5 by telephone and 4 in person. The interviews were conducted by a panel of 2 people.

Breakdown of Communities:

- City of North Vancouver – 4 interviews
- District of North Vancouver – 4 interviews
- District of West Vancouver – 1 interview

Breakdown of Types of Companies/Organizations

- For Profit – 8 interviews
- Government – 1 interview

Breakdown of Size of Business/Employers

- Small (1-100 employees) – 4 interviews
- Medium (101-500 employees) – 3 interviews
- Large (501+ employees) – 2 interviews

Breakdown of Industries/Sectors

- Accommodation & Hospitality – 2 interviews
- Construction – 1 interview
- Finance & Insurance – 1 interview
- Local Government – 1 interview
- Restaurants, Food & Beverage – 2 interviews
- Retail – 1 interview
- Sports & Recreation – 1 interview

Limitations

While the findings can help to understand the current labour force and immigrant hiring practices on the North Shore, as well as inform discussions around gaps in immigrant integration and employment, they may not provide sufficient information to tell the full story. In cases where the survey sample size is small, such as cross-tabulation by sector, size of business/employer and type of company/organization, the results need to be used with caution. Similarly, the number of follow-up interviews that took place was small. In most cases, only one employer from a specific sector was interviewed. While the interview findings did confirm many of the survey findings, they too should be used with caution.

SUMMARY OF KEY SURVEY FINDINGS

Skills and Labour Shortages

- Over 40% of survey respondents from for-profit and not-for-profit companies/organizations believe that the current shortage of skilled workers is a big or moderate problem. However, only 17% of respondents from government agencies feel the same way. Almost three-quarters of these respondents believe they will continue to experience a shortage of skilled workers in the future.
- The current shortage of skilled workers is having the greatest impact on medium businesses/organizations. 50% of the respondents reported a big or moderate problem, compared with 37% from small businesses/organizations and 41% from large businesses/organizations.
- More than half of the respondents from medium and large businesses/organizations expect to be faced with a skills or labour shortage in the future, whereas just over a third of respondents from small businesses/organizations anticipate the same.
- Government agencies seem to be less impacted by skills and labour shortages. Only 17% of respondents are currently experiencing a big or moderate problem, and none anticipate a shortage in the future.
- 16% of respondents not currently experiencing a skills or labour shortage believe it is somewhat or very likely to be an issue in the future.
- Only 13% of respondents from the City of North Vancouver indicated a big problem with a shortage of skilled workers, compared with 18% from the District of West Vancouver and 23% from the District of North Vancouver.
- The construction sector reported the biggest challenge with skills and labour shortages. Half of the respondents feel it is currently a big problem, and 90% anticipate the skills and labour shortage to continue in the future (compared with 47% of respondents from other sectors).
- Only a small proportion of respondents from the Educational Services sector (13%) and Professional, Scientific and Technical Services sector (14%) reported a current shortage of skilled workers. However, more than half of the respondents anticipate a shortage in the future.
- Only 20% of respondents from the Health Care and Social Assistance sector (14%) reported a current shortage of skilled workers. However, a third anticipate a shortage in the future.
- Respondents reported the most difficulty in recruiting workers to fill the following positions: Skilled Trades, Entry Level / Low Skilled, Administration Support, Project Management and Information Technology. These positions were the most challenging to fill for all respondents, whether or not they are currently experiencing a skills or labour shortage.

Recruitment Methods

- The most common recruitment methods are: Referrals from Colleagues, Employees or Friends (78%), Company Website (51%) and External Websites (47%).
- The least common recruitment methods are: Immigrant Serving Agencies / Organizations (9%), Federal Immigration Programs (5%), and Recruitment Abroad (5%).
- Over 80% of survey respondents from government agencies reported using an internal website to recruit / fill vacancies. Only 25% had reported using referrals from colleagues, employees or friends, compared with 85% from for-profit and not-for-profit companies/organizations.
- Respondents from small and medium businesses/employers reported using referrals from colleagues, employees or friends to fill vacancies more often than those from large businesses/organizations.
- Significantly fewer respondents from small businesses/organizations reported using company websites, external websites or social media to recruit candidates, compared with those from medium and large businesses/organizations.
- Respondents from medium and large businesses/organizations reported using post-secondary institutions, recruiting agencies / head-hunters, immigrant serving agencies, job fairs locally and government-funded employment services more often than small businesses/organizations.

Hiring Immigrants

- 62% of survey respondents reported hiring at least one recent immigrant in the past five years. Those facing or anticipating skills or labour shortages are not more likely to hire recent immigrants.
- 39% of respondents from small businesses/organizations reported that they did not hire a recent immigrant within the past five years. However, 20% reported hiring three or more immigrants over the past five years.
- Over 40% of respondents from large businesses/organizations reported hiring 10 or more recent immigrants within the past five years.
- 43% of respondents from the Professional, Scientific and Technical Services sector reported that they did not hire any recent immigrants within the past five years. For other industries/sectors, such as Construction, Retail Trade, Educational Services and Health Care and Social Assistance, it ranged from 21-30%.
- Over two-thirds of respondents reported hiring recent immigrants through the same process as other staff.

Barriers to Hiring Immigrants

- The two biggest barriers to recruiting, hiring and retaining new immigrant workers are: concerns that immigrant applicants will not have the language skills required to do the job (47%) and concerns that immigrants might not have the soft skills required to do the job (40%).
- These barriers did not change depending on type or size of company/organization, current or anticipated skills or labour shortages, or whether or not they had hired any recent immigrants over the past five years.
- A quarter of all survey respondents reported no barriers to hiring immigrants; that is, recruiting, hiring and retaining new immigrants workers is not an issue for their company/organization.

Practices for Hiring Immigrants

- Over two-thirds of survey respondents reported hiring recent immigrants through the same process as other staff.
- Almost 40% of respondents reported hiring recent immigrants who were referred by existing staff, also recent immigrants, or who approached them directly for employment.
- Only 19% of respondents reported advertising job vacancies in a newspaper, magazine or website targeted at immigrant or ethnic communities. However, this number is much higher for not-for-profit organizations (45%) and companies/organizations reporting skills or labour shortages (37%).
- Less than 10% of respondents reported using a community or non-profit organization.
- Less than 5% of respondents reported using an immigrant serving agency, government program or employment consultant, or private placement agency.
- Not-for-profit organizations are more likely to use a community, not-for-profit or immigrant serving agency to recruit recent immigrants than for-profit companies/organizations and government agencies.
- Companies/organizations reporting skills or labour shortages are not more likely to use a community, not-for-profit or immigrant serving agency to recruit recent immigrants.

Work Experiences for Immigrants

- Approximately 45% of survey respondents do not support any of the listed work experiences or practicum placements as part of their human resources practices, though 13% would consider supporting one or more in the future.
- Approximately 55% of respondents reported supporting at least one type of work experience or practicum placement as part of their human resources practices. The most common is internship or practicum placements (34%).
- For-profit companies/organizations are the least likely to support work experiences or practicum placements. 56% of respondents from for-profit companies/organizations reported not supporting any of the approaches, compared with 29% from not-for-profit organizations and 33% from government agencies.
- Small companies/organizations are also likely to support work experiences or practicum placements. 51% of respondents from small companies/organizations reported not supporting any of the approaches, compared with 24% from large companies/organizations and 36% from medium companies/organizations.
- The Health Care and Social Assistance sector is more likely to support work experiences or practicum placements as part of its human resources practices than other sectors.
- The Professional, Scientific and Technical Services sector and Construction sector are least likely to support work experiences or practicum placements as part of their human resources practices than other sectors.

Recommendations from Survey

The following recommendations were suggested by survey respondents as possible means to assist employers to better access local immigrant workers:

1. Gear advertisements, job fairs, referrals and other marketing methods to the targeted talent pool
2. Partner with settlement services and/or government programs to access new immigrants
3. Create more or better employment services for new immigrants to understand Canadian workplace culture and help prepare job application packages
4. Provide more or higher level language training and services for new immigrants
5. Provide more or better education and training for employers to understand benefits of hiring immigrants and how to connect with new immigrants
6. Create more mentoring or job shadowing programs to connect new immigrants with employers
7. Offer screening support for employers
8. Provide assistance with foreign credential assessment and recognition
9. Simplify immigration and work permit processes
10. Help newcomers connect with unions or regulated occupations

SUMMARY OF KEY FOLLOW-UP INTERVIEW FINDINGS

The follow-up interviews conducted with nine employers reinforced many of the survey findings. The majority of employers interviewed were experiencing skill shortages and actively looking for staff. Key themes that emerged from the interviews were as follows:

The majority of employers were receptive to hiring immigrants but were not aware of or actively using government-funded employment services or immigrant services to find them: All employers interviewed had experience hiring immigrants. The majority reported very positive experiences and were receptive to continuing to hire newcomers. Just one employer expressed what the interviewers perceived as bias about hiring newcomers. Several employers were not aware that there were free, government-funded services available to help them hire immigrants.

Employers placed a high value on a positive attitude & excellent communication skills: All employers interviewed mentioned that having a great attitude and good interpersonal communication skills were the first things they look for when hiring. Several used screening techniques such as speed interviewing, group interviews and pre-interview telephone calls to assess communication skills prior to interviewing. Several also mentioned that they prioritize applicants who understand the business's history, it's "brand" or can demonstrate an emotional connection to the business.

Coaching immigrants on soft skills was the most commonly mentioned challenge faced by employers: Reinforcing the survey findings in which 40% of employers expressed concerns that immigrants might not have the soft skills required for the job, several employers mentioned soft skills coaching as their greatest challenge. Several employers said that they had had difficulty coaching immigrants in customer service positions on how to adapt their personal communication styles to suit customer expectations. Similarly, more than one employer mentioned challenges in coaching immigrants in management positions on how to adapt their leadership style to suit more informal, non-hierarchical work cultures.

Some employers struggle with customers/clients who are not receptive to being served by immigrants: One employer mentioned getting regular customer complaints about immigrant staff from long-term North Shore residents. Another employer mentioned being reluctant to hire staff with names the employer was unsure how to pronounce or with non-western accents for fear that clients would be uncomfortable working with them, and yet another reported receiving complaints but was comfortable asking customers to leave if the customer appeared to be biased against immigrants.

Half of the employers interviewed were interested in getting further assistance in recruiting and retaining immigrants: Four employers expressed interest in being sent leads on good candidates by service providers while the others said they would continue with their established recruitment methods. Three employers expressed interest in having service providers deliver more workshops and training for potential or current employees on customer service skills, cross-cultural communication and workplace English. One expressed interest in having a third party organize training on soft skills

coaching for North Shore human resource practitioners. Just one employer expressed interest in supporting formal mentorship opportunities for immigrants. Several others agreed that mentorships were a good idea but couldn't take this on themselves due to time constraints. As an alternative to one-on-one information meetings, one of the employers expressed interest in hosting immigrants to deliver "brown-bag" talks on their previous overseas projects at the workplace as a learning opportunity and networking opportunity for both staff and newcomers.

Recommendations from Interviews

The interviews reinforced many of the recommendations made in the survey, particularly related to creating new or improved employment services for immigrants on Canadian workplace culture and to providing more education for employers on how to connect with new immigrants. The interview panel identified four additional recommendations based on input provided by the interviewees:

1. Consider providing more post-employment coaching and support for immigrants on soft skills
2. Explore opportunities to support North Shore human resources practitioners on coaching and retaining immigrants in partnership with the BC Human Resources Management Institute and the Immigrant Employment Council of BC
3. Explore opportunities for immigrants to network with employers and showcase their professional expertise by delivering "brown bag" lunch presentations on overseas projects at local workplaces, in lieu of formal mentorship or one-on-one information meetings
4. Continue to engage in awareness raising to promote empathy and acceptance of immigrants among the wider public (i.e. clients or customers)

APPENDIX I: SKILLS AND LABOUR SHORTAGES

Current Shortage of Skilled Workers

Currently, from the standpoint of your company, the shortage of skilled workers is	Responses
A big problem	17
	15.0%
A moderate problem	29
	25.7%
A small problem	30
	26.5%
Not a problem	37
	32.7%
Total Responses	113

Breakdown by Community

Currently, from the standpoint of your company, the shortage of skilled workers is	City of North Vancouver	District of North Vancouver	West Vancouver
A big problem	8	13	9
	12.7%	22.81%	18.37%
A moderate problem	18	14	14
	28.57%	24.56%	28.57%
A small problem	14	10	12
	22.22%	17.54%	24.49%
Not a problem	23	20	14
	36.51%	35.09%	28.57%
Total Responses	63	57	49

Breakdown by Type of Company/Organization

Currently, from the standpoint of your company, the shortage of skilled workers is	For Profit	Not for Profit	Government
A big problem	12	3	0
	16.00%	14.29%	0.00%
A moderate problem	20	7	2
	26.67%	33.33%	16.67%
A small problem	20	4	4
	26.67%	19.05%	33.33%
Not a problem	23	7	6
	30.67%	33.33%	50.00%
Total Responses	75	21	12

Breakdown by Size of Business/Employer

Currently, from the standpoint of your company, the shortage of skilled workers is	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
A big problem	10	3	1
	14.71%	13.64%	5.88%
A moderate problem	15	8	6
	22.06%	36.36%	35.29%
A small problem	17	6	5
	25.00%	27.27%	29.41%
Not a problem	26	5	5
	38.24%	22.73%	29.41%
Total Responses	68	22	17

Breakdown by Top 5 Industries/Sectors

Currently, from the standpoint of your company, the shortage of skilled workers is	Construction	Retail Trade	Professional, Scientific and Technical Services	Educational Services	Health Care and Social Assistance
A big problem	5	1	1	0	2
	50.00%	11.11%	14.29%	0.00%	13.33%
A moderate problem	3	3	0	1	1
	30.00%	33.33%	0.00%	12.50%	6.67%
A small problem	2	2	4	7	3
	20.00%	22.22%	57.14%	87.50%	20.00%
Not a problem	0	3	2	0	9
	0.00%	33.3%	28.57%	0.00%	60.00%
Total Responses	10	9	7	8	15

Anticipated Shortage of Skilled Workers

From the standpoint of your company, are you anticipating an upcoming skills or labour shortage?	Responses
Very probable	23
	20.0%
Somewhat probable	31
	27.0%
Somewhat improbable	24
	20.9%
Not probable	37
	32.2%
Total Responses	115

Breakdown by Type of Company/Organization

From the standpoint of your company, are you anticipating an upcoming skills or labour shortage?	For Profit	Not for Profit	Government
Very probable	17	5	0
	22.08%	23.81%	0.00%
Somewhat probable	19	4	5
	24.68%	19.05%	41.67%
Somewhat improbable	19	3	2
	24.68%	14.29%	16.67%
Not probable	22	9	5
	28.57%	42.86%	41.67%
Total Responses	77	21	12

Breakdown by Size of Business/Employer

From the standpoint of your company, are you anticipating an upcoming skills or labour shortage?	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
Very probable	13	6	2
	18.57%	27.27%	11.76%
Somewhat probable	13	7	8
	18.57%	31.82%	47.06%
Somewhat improbable	18	5	1
	25.71%	22.73%	5.88%
Not probable	26	4	6
	37.14%	18.18%	35.29%
Total Responses	70	22	17

Breakdown by Top 5 Industries/Sectors

From the standpoint of your company, are you anticipating an upcoming skills or labour shortage?	Construction	Retail Trade	Professional, Scientific and Technical Services	Educational Services	Health Care and Social Assistance
Very probable	5	2	1	0	3
	50.00%	22.22%	14.29%	0.00%	20.00%
Somewhat probable	4	1	3	4	2
	40.00%	11.11%	42.86%	50.00%	13.33%
Somewhat improbable	0	3	2	1	2
	0.00%	33.33%	28.57%	12.50%	13.33%
Not probable	1	3	1	3	8
	10.00%	33.33%	14.29%	37.50%	53.33%
Total Responses	10	9	7	8	15

Current vs. Anticipated Shortage of Skilled Workers

		Current Skills or Labour Shortage			
		Not a problem	A small problem	A moderate problem	A big problem
Anticipated Skills or Labour Shortage	Very probable	0	2	8	12
		0.00%	6.67%	27.59%	70.59%
	Somewhat probable	6	11	10	4
		16.22%	36.67%	34.48%	23.53%
	Somewhat improbable	3	11	8	1
		8.11%	36.67%	27.59%	5.88%
	Not probable	28	6	3	0
		75.68%	20.00%	10.34%	0.00%

Skills Shortages By Position

From the standpoint of your company, in which areas are workers most difficult to find?	All Employers	Employers reporting a big or moderate problem
Skilled trades (e.g. construction, electrical, welding)	23	17
	26.44%	45.95%
Entry level / low skilled	22	10
	25.29%	27.03%
Administration support	20	8
	22.99%	21.62%
Project management	18	9
	20.69%	24.32%
Information technology (e.g. programming / IT certifications, cybersecurity)	16	9
	18.39%	24.32%
Healthcare / medical	14	5
	16.09%	13.51%
Engineering	13	7
	14.94%	18.92%
Marketing, sales and communication	12	5
	13.79%	13.51%
Field technicians / technical customer service (e.g. installation and repair technicians)	11	6
	12.64%	16.22%
General business skills (e.g. accounting, economics, finance)	9	5
	10.34%	13.51%
Environmental technicians	4	1
	4.60%	2.70%
Basic science (e.g. research)	1	1
	1.15%	2.70%
Total Responses	87	37

Additional/Specific Positions

- **Community Social Services** (8 counts)
 - Community social services, Child and Youth Behavioural Support
 - ECE with IT certification
 - ECE
 - Childcare
 - Childcare with ECE degrees
 - Community care workers
 - Home support workers
 - Positions related to persons with developmental disability is huge issue for us as well as our employment services which requires higher level
- **Skilled Trades** (6 counts)
 - Food services
 - Food services
 - Food services – experienced Red Seal chef, general management, assistant manager
 - Skilled trades funeral service
 - Qualified crane operators and riggers
 - Drafting
- **Health Care / Medical** (4 counts)
 - Doctors
 - Healthcare - Speech Language Pathologists, Psychologists, etc.
 - Nurses with experience are difficult to recruit
 - Hair Loss Professional
- **Field Technicians / Technical Customer Service** (3 counts)
 - Good mechanics
 - Maintenance staff
 - Yacht crew
- **Financial Positions** (2 counts)
 - Estimating
 - Estimators / QA / CI
- **Marketing, Sales and Communications** (2 counts)
 - Specifically, sales roles requiring accreditations and experience in the local market.
 - Travel agent
- **Information Technology** (1 count)
 - Specialized IT
- **Management Positions** (1 count)
 - Senior/ intermediate level experience only (junior levels are not difficult to find)
- **Entry Level / Low Skilled** (1 count)
 - Meat cutters, chef
- **Education** (1 count)
 - PhD in early childhood evacuation - with both research and teaching experience

Other Responses:

- Not an "area," but someone who can precisely follow instructions. It might be hard to believe, but this quality is extremely difficult to come by.
- Volunteers

APPENDIX II: RECRUITMENT METHODS

Recruitment Methods

What methods for recruitment / filling vacancies are you currently using?	All Employers	Employers that hired 1+ recent immigrants over the past five years	Employers reporting a big or moderate skills shortage
Referrals from colleagues, employees or friends	87	56	42
	78.38%	81.16%	95.45%
Company website	56	38	23
	50.45%	55.07%	52.27%
External websites (Workopolis, etc.)	52	36	22
	46.85%	52.17%	50.00%
Social media	41	32	19
	36.94%	46.38%	43.18%
Job advertisements in newspaper or magazines	35	21	17
	31.53%	30.43%	38.64%
Post-secondary institutions (co-op programs)	33	24	16
	29.73%	34.78%	36.36%
Unsolicited applications	30	25	15
	27.03%	36.23%	34.09%
Recruiting agencies / head hunters	17	13	8
	15.32%	18.84%	8.18%
Job fairs locally	15	13	9
	13.51%	18.84%	20.45%
Government funded employment services (WorkBC, etc.)	12	7	9
	10.81%	10.14%	20.45%
Immigrant serving agencies / organizations	10	8	6
	9.01%	11.59%	13.64%
Recruitment abroad	6	4	5
	5.41%	5.80%	11.36%
Federal immigration programs	6	5	4
	5.41%	7.25%	9.09%
Total Responses	111	69	44

Additional or Specific Approaches

- **Craigslist** (5 counts)
- **Internal Recruitment** (2 counts)
 - Filling from within
 - We have a human resources department that posts jobs on our internal website (and externally when needed)
- **Information Sharing within the Industry** (2 counts)
 - Information flyers for turnkey business

- It is a very small pool of workers and we know them all. All qualified guys are working for us or someone else. They require a provincial ticket. That ticket costs approximately \$1,000 and consists of a written and practical exam. The practical has to be done in a Tower Crane.
- **None** (1 count)
 - We have had a very stable workforce for the last 10 years
- **Kijiji** (1 count)
- **Union** (1 count)

Breakdown by Type of Company/Organization

What methods for recruitment / filling vacancies are you currently using?	For Profit	Not for Profit	Government
Referrals from colleagues, employees or friends	64	17	3
	85.33%	85.00%	25.00%
Job advertisements in newspaper or magazines	21	9	4
	28.00%	45.00%	33.33%
Company website	34	11	10
	45.33%	55.00%	83.33%
External websites (Workopolis, etc.)	35	9	6
	46.67%	45.00%	50.00%
Social Media	30	7	3
	40.00%	35.00%	25.00%
Unsolicited applications	25	4	1
	33.33%	20.00%	8.33%
Post-secondary institutions (co-op programs)	21	8	3
	28.00%	40.00%	25.00%
Recruiting agencies / head hunters	12	3	2
	16.00%	15.00%	16.67%
Immigrant serving agencies / organizations	8	2	0
	10.67%	10.00%	0.00%
Job fairs locally	10	4	1
	13.33%	20.00%	8.33%
Government-funded employment services (WorkBC, etc.)	8	3	1
	10.67%	15.00%	8.33%
Recruitment abroad	5	0	0
	6.67%	0.00%	0.00%
Federal immigration programs	5	0	0
	6.67%	0.00%	0.00%
Total Responses	75	20	12

Breakdown by Size of Business/Employer

What methods for recruitment / filling vacancies are you currently using?	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
Referrals from colleagues, employees or friends	55	19	9
	78.57%	86.36%	52.94%
Job advertisements in newspaper or magazines	21	6	6
	30.00%	27.27%	35.29%
Company website	20	19	16
	28.57%	86.36%	94.12%
External websites (Workopolis, etc.)	24	15	11
	34.29%	68.18%	64.71%
Social Media	19	12	8
	27.14%	54.55%	47.06%
Unsolicited applications	16	8	6
	22.86%	36.36%	35.29%
Post-secondary institutions (co-op programs)	13	11	8
	18.57%	50.0%	47.06%
Recruiting agencies / head hunters	6	5	6
	8.57%	22.73%	35.29%
Immigrant serving agencies / organizations	6	1	3
	8.57%	4.55%	17.65%
Job fairs locally	4	6	5
	5.71%	27.27%	29.41%
Government-funded employment services (WorkBC, etc.)	5	3	4
	7.14%	13.64%	23.53%
Recruitment abroad	3	0	2
	4.29%	0.00%	11.76%
Federal immigration programs	3	0	2
	4.29%	0.00%	11.76%
Total Responses	70	22	17

APPENDIX III: HIRING IMMIGRANTS

Number of Recent Immigrants Hired

Within the last five years, how many recent immigrants ¹ have you hired?	All Employers	Employers reporting a big or moderate skills shortage	Employers anticipating a very or somewhat probable skills shortage
None	33	13	11
	29.20%	28.89%	20.75%
1 to 2	29	11	10
	25.66%	24.44%	18.87%
3 to 10	23	9	17
	20.36%	20.00%	32.08%
More than 10	18	8	11
	15.93%	17.78%	20.75%
I don't know	10	4	4
	8.85%	8.89%	7.55%
Total Responses	113	45	53

Breakdown by Size of Business/Employer

Within the last five years, how many recent immigrants have you hired?	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
None	27	2	2
	38.57%	9.09%	11.76%
1 to 2	23	2	3
	32.86%	9.09%	17.65%
3 to 10	10	8	2
	14.29%	36.36%	11.76%
More than 10	4	7	7
	5.71%	31.82%	41.18%
I don't know	5	3	2
	7.14%	13.64%	11.76%
Total Responses	70	22	17

¹ Recent immigrant is defined as someone who has arrived in Canada as a Permanent Resident in the past five years.

Breakdown by Top 5 Industries/Sectors

Within the last five years, how many recent immigrants have you hired?	Construction	Retail Trade	Professional, Scientific and Technical Services	Educational Services	Health Care and Social Assistance
None	3	2	3	2	3
	30.00%	22.22%	42.86%	25.00%	21.43%
1 to 2	4	6	2	2	3
	40.00%	66.67%	28.57%	25.00%	21.43%
3 to 10	2	0	2	1	2
	20.00%	0.00%	28.57%	12.50%	14.29%
More than 10	0	1	0	1	4
	0.00%	11.11%	0.00%	12.50%	28.57%
I don't know	1	0	0	2	2
	10.00%	0.00%	0.00%	25.00%	14.29%
Total Responses	10	9	7	8	14

Recruitment Methods for Hiring Recent Immigrants

How did your organization recruit and/or hire recent immigrants?	All Employers	Employers that hired 1+ recent immigrants over the past five years	Employers reporting a big or moderate skills shortage
Hired through the same process as other staff	58	44	22
	69.88%	73.33%	62.86%
Referrals from existing staff who are recent immigrants	33	28	18
	39.76%	46.67%	51.43%
They approached my business for employment	31	24	14
	37.35%	40.00%	40.00%
Advertised in a newspaper, magazine, or website targeted at an immigrant or ethnic community	16	11	13
	19.28%	18.33%	37.14%
Used a community or non-profit organization	7	7	5
	8.43%	11.67%	14.29%
Used an immigrant serving agency	3	3	3
	3.61%	5.00%	8.57%
Used a government program / employment consultant	2	2	2
	2.41%	3.33%	5.71%
Used a private placement agency	2	2	2
	2.41%	3.33%	5.71%
Total Responses	83	60	35

Additional or Specific Approaches

- Word-of-mouth (3 counts)
- Craigslist (3 counts)
- Internal referrals (2 counts)
 - Inter-company referrals
 - Referral from our foreign office where they used to work
- Union BAC#2 (1 count)
- BCIT (1 count)
- Job bank and paper (1 count)
- Other (1 count)
 - We have not sought out recent immigrants – they were the most qualified for the position

Breakdown by Type of Company/Organization

Employers That Hired 1+ Recent Immigrants Over the Past Five Years

What methods for recruitment / filling vacancies are you currently using?	For Profit	Not for Profit	Government
Hired through the same process as other staff	30	8	5
	71.43%	72.73%	100.00%
Referrals from existing staff who are recent immigrants	21	4	1
	50.00%	36.36%	20.00%
They approached my business for employment	21	2	1
	50.00%	18.18%	20.00%
Advertised in a newspaper, magazine or website targeted at an immigrant or ethnic community	5	5	1
	11.90%	45.45%	20.00%
Used a community or non-profit organization	3	4	0
	7.14%	36.36%	0.00%
Used an immigrant serving agency	2	1	0
	4.76%	9.09%	0.00%
Used a private placement agency	2	0	0
	4.76%	0.00%	0.00%
Used a government program / employment consultant	1	1	0
	2.38%	9.09%	0.00%
Total Responses	42	11	5

Breakdown by Size of Business/Employer

Employers That Hired 1+ Recent Immigrants Over the Past Five Years

What methods for recruitment / filling vacancies are you currently using?	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
Hired through the same process as other staff	19	12	11
	63.33%	75.00%	100.00%
Referrals from existing staff who are recent immigrants	11	9	6
	36.67%	56.25%	54.55%
They approached my business for employment	12	8	4
	40.00%	50.00%	36.36%
Advertised in a newspaper, magazine or website targeted at an immigrant or ethnic community	2	4	4
	6.67%	25.00%	36.36%
Used a community or non-profit organization	2	2	2
	6.67%	12.50%	18.18%
Used an immigrant serving agency	0	0	2
	0.00%	0.00%	18.18%
Used a private placement agency	0	0	2
	0.00%	0.00%	18.18%
Used a government program / employment consultant	0	1	1
	0.00%	6.25%	9.09%
Total Responses	30	16	11

Barriers to Recruitment, Hiring and Retention of Recent Immigrants

From your experience, what are the biggest barriers to recruiting, hiring and retaining new immigrant workers?	All Employers	Employers that hired 1+ recent immigrants over the past five years	Employers reporting a big or moderate skills shortage
Concerns that immigrant applicants will not have the language skills required to do the job	52	33	18
	46.8%	48.53%	40.00%
Concerns that immigrants might not have the soft skills required (e.g. communication skills)	44	32	16
	39.6%	47.06%	35.56%
It is difficult to assess foreign credentials and experience	23	14	12
	20.7%	20.59%	26.67%
Concerns that hiring and training immigrants takes extra time and resources	16	9	8
	14.4%	13.24%	17.78%
Concerns that immigrants will not have the technical skills or qualifications we require	16	9	10
	14.4%	13.24%	22.22%
We lack information on how to access this pool of labour	14	9	7
	12.6%	13.24%	15.56%
Concerns that immigrants lack specific credentials / qualifications	14	10	11
	12.6%	14.71%	24.44%
Concerns about time required to train immigrants to meet local job requirements	13	9	10
	11.7%	13.24%	22.22%
We don't have any experience working with immigrants	13	2	4
	11.7%	2.94%	8.89%
New immigrants don't have local or Canadian experience and that is essential	11	5	6
	9.9%	7.35%	13.33%
Concerns about how employees from different cultural backgrounds would fit within our organization's culture	11	8	7
	9.9%	11.76%	15.56%
It's not an issue for our organization – we already recruit and hire immigrants	28	21	10
	25.2%	30.88%	22.22%
Total Responses	111	68	45

Additional or Specific Barriers:

- **Language/communication barriers** (3 counts)
 - Language/communication barriers working with young children and their parents is an issue
 - Biggest communication concern is around any verbal communication issues interacting badly with seniors' hearing or comprehension problems
 - Professional communication in English is key. In a professional client facing sales capacity, communication is by far the most important skill. Spoken, written and body language.
- **Immigration policies and processes** (3 counts)
 - Time it takes with the government process – so much red tape
 - Understanding visas and expiring work permits
 - Immigration
- **Schedule of vacation/annual leave** (2 counts)
 - Their hours, needed 3 week or more off at a time
 - Their hours – wanted 3 weeks off
- **Loyalty**
 - After we train them, they typically leave
- **Transitioning and Placement into the Union workforce**
- **Portfolio**
- **No barriers specific associated with recruiting immigrants**
 - We don't see barriers to it
 - I am proud to say that in our 17-person firm we have professional employees from China, Russia, Japan, Iran, Hong Kong, Jamaica, Honduras, South Africa and Canada. The biggest challenge that we face which is a result of this diversity relates to quality control of English communication (especially grammar and use of appropriate determinants and prepositions)
 - That is our concern with anyone we hire, not just immigrants

Work Experience Opportunities for Recent Immigrants

Does your organization support any of the following work experiences or practicum placements as part of its human resources practices?	All Employers	Employers that hired 1+ recent immigrants over the past five years	Employers reporting a big or moderate skills shortage
Internship or practicum placements (typically 1-3 months)	36	15	19
	33.6%	37.50%	29.23%
Job shadowing placements (typically very short-term, i.e. 1-2 days)	31	11	24
	29.0%	27.50%	36.92%
Short-term volunteer work experiences (typically 2-3 weeks)	20	6	13
	18.7%	15.00%	20.00%
Mentorships (typically 1-4 months, part-time with occasional face to face meetings)	15	6	11
	14.0%	15.00%	16.92%
No, we do not	35	14	20
	32.7%	35.00%	30.77%
We currently do not, but would consider supporting these types of work experience opportunities	14	7	6
	13.1%	17.50%	9.23%
Total Responses	107	40	65

Additional or Specific Practices

- Practices for 1 & 2 year doctors
- Only for graduate level student in applicable professional program
- We have offered placements to Articling students and LAA practicum students
- Job shadowing/placements are usually for students
- High school co-op
- Not suitable for some specific sectors/organizations:
 - We are open to doing so but we do not have a structure in place for ECE
 - Our industry demands an expensive and very long training period, and it is not suited for internships and practicums
 - It is too dangerous. A safety orientation is required to be on any of our sites; that costs money. Every person we hire needs to know the layout and process of building a tower. That is too much information to teach someone that knows nothing about construction process. The process is that they start as a construction labourer (to understand the basic flow a tower building process and become familiar with a tower construction site) then become a rigger, and then a crane operator. We do not hire labourers. A person needs a "learning" ticket to be trained as a crane operator. That costs money.

Breakdown by Type of Company/Organization

Does your organization support any of the following work experiences or practicum placements as part of its human resources practices?	For Profit	Not for Profit	Government
Job shadowing placements (typically very short-term, i.e. 1-2 days)	19	6	5
	26.39%	28.57%	41.67%
Short-term volunteer work experiences (typically 2-3 weeks)	8	7	5
	11.11%	33.33%	41.67%
Mentorships (typically 1-4 months, part-time with occasional face to face meetings)	9	4	2
	12.50%	19.05%	16.67%
Internship or practicum placements (typically 1-3 months)	17	13	6
	23.61%	61.90%	50.00%
No, we do not	29	1	4
	40.28%	4.76%	33.33%
We currently do not, but would consider supporting these types of work experience opportunities	11	3	0
	15.28%	14.29%	0.00%
Total Responses	72	21	12

Breakdown by Size of Business/Employer

Does your organization support any of the following work experiences or practicum placements as part of its human resources practices?	Small (1-100 employees)	Medium (101-500 employees)	Large (501+ employees)
Job shadowing placements (typically very short-term, i.e. 1-2 days)	17	7	6
	24.29%	31.82%	35.29%
Short-term volunteer work experiences (typically 2-3 weeks)	7	7	6
	10.00%	31.82%	35.29%
Mentorships (typically 1-4 months, part-time with occasional face to face meetings)	7	4	3
	10.00%	18.18%	17.65%
Internship or practicum placements (typically 1-3 months)	19	8	8
	27.14%	36.36%	47.06%
No, we do not	24	6	4
	34.29%	27.27%	23.53%
We currently do not, but would consider supporting these types of work experience opportunities	12	2	0
	17.14%	9.09%	0.00%
Total Responses	70	22	17

Breakdown by Top 5 Industries/Sectors

Does your organization support any of the following work experiences or practicum placements as part of its human resources practices?	Construction	Retail Trade	Professional, Scientific and Technical Services	Educational Services	Health Care and Social Assistance
Job shadowing placements (typically very short-term, i.e. 1-2 days)	1	3	0	1	6
	12.50%	33.33%	0.00%	12.50%	42.86%
Short-term volunteer work experiences (typically 2-3 weeks)	0	1	0	2	3
	0.00%	11.11%	0.00%	25.00%	21.43%
Mentorships (typically 1-4 months, part-time with occasional face to face meetings)	0	0	0	1	5
	0.00%	0%	0.00%	12.50%	35.71%
Internship or practicum placements (typically 1-3 months)	1	0	0	4	5
	12.50%	0%	0.00%	50.00%	35.71%
No, we do not	3	5	6	3	3
	37.50%	55.56%	85.71%	37.50%	21.43%
We currently do not, but would consider supporting these types of work experience opportunities	4	1	1	1	1
	50.00%	11.11%	14.29%	12.50%	7.14%
Total Responses	8	9	7	8	14

APPENDIX IV: RECOMMENDATIONS

What would assist employers to better access local immigrant workers?

- **Ads, job fairs, referral and other marketing methods to the targeted talent pool (11 counts)**
 - Information on where specific immigrants (i.e. Filipino Nurses) look for work once in Vancouver
 - Website set up to advertise especially to new immigrants?
 - I'm honestly not sure. Perhaps a newsletter/e-newsletter or a website that highlights immigrant worker resumes?
 - Email newsletter highlighting available / qualified people and description of skills
 - Provide access to lists and resumes of potential candidates, or we can provide job descriptions that potential candidates could review and see if they match up
 - We recruit, hire and train workers from all cultures. We use referrals from current staff, post positions on our website and at local colleges and universities. We treat all applicants equally.
 - Job fairs
 - Perhaps a local job fair to match employer/employee qualifications and job requirements. Could be sponsored by the local Chambers.
 - Encouraging people to apply to our website
 - We currently aren't hiring and don't have a shortage, so I think we are still thinking "applicants access us, not the other way around". If we were hiring right now, I think it would be good to be able to review their resumes just the same way we can review any other candidates, e.g. job posting websites. That way, they're not given preference over other Canadians, but they are not disadvantaged because of lack of local connections.
 - Better advertising, perhaps?
- **Partner with settlement services and/or government programs to access new immigrants (8 counts)**
 - Probably an immigration placement centre where we can hire from and pay. Similar to a temporary agency
 - An employment office dedicated to assisting immigrants with vacant positions on the North Shore
 - They can communicate through settlement services and recruit their workers
 - Perhaps one of the resource centres on the North Shore could be a registration point for people looking for a particular type of work, I am not sure if this happens now...If there are people looking for jobs it would be nice to know where we could go without getting caught up.
 - They can also communicate with WorkBC, which most immigrants get connected with
 - Access to Government funding
 - Communication with WorkBC
 - Programs
- **Employment services for new immigrants to understand Canadian workplace culture and prepare job application packages (7 counts)**

- Assistance provided to new immigrants regarding job opportunities, resume writing, some skill development (if needed) to help the person find and apply for positions
 - If they have experience in the field of work they are applying for
 - It would also be helpful if they were prepared for an interview to demonstrate their understanding of English, Canadian traditions of teamwork and appropriate follow up methods
 - They have properly written CV and cover letter, pictures of work they have done in their past job, pictures of family, certificates and references
 - Immigrants should be aware of law and regulation and ethics related to their job
 - Immigrant workers need assistance with resume and cover letter preparation to be in line with Canadian expectations. Many are successful at our company provided they can get past the initial screening, as our experience has been they are highly educated and/or skilled.
 - Immigrants need to apply for positions like everyone else, but they will need the skills to ensure that their resumes concisely speak to the job requirements they are applying for. They should ensure that their resume has been reviewed to ensure English is used correctly and without spelling errors to ensure they are not immediately eliminated for these simple mistakes.
- **Education and training for employers to understand benefits of hiring immigrants and how to connect with new immigrants (7 counts)**
- Education on the benefits of hiring workers from abroad, and showing employers how to do so
 - Better education and awareness that immigrants can be actually very skilled and if given a chance they can adapt to their new home, gain experience and integrate to the new culture
 - I didn't know there was a way to access specific local immigrants. I would really like to know more info how to get access to them. I find they are the most hardworking individuals.
 - Improved understanding of the opportunities to advertise jobs in locations where new immigrants might be more inclined to be looking (What local resources are there? Does the NSMS have a job opportunities website or bulletin board?)
 - Some programs to encourage store owners to hire local immigrant workers
 - We are a very small business and have no experience hiring new immigrants
 - Immigrants should be integrated into Canadian culture and work force

- **Language training and services for new immigrants (5 counts)**
 - Assistance with language skills is essential. Even if all the skills are there, for most roles, if they can't communicate professionally in English, we would not consider for employment
 - Immigrants should have enough knowledge of English language related to the kind of work they are doing
 - Immigrants should have high skills of communication
 - Effective ESL training and career skill training/upgrading
 - A very good question which I find hard to answer. Looking at it through a service delivery point of view, I would say language. It is both a curse and a blessing because they always have excellent ability to speak in a different language and successfully serve the customer. And at the same time, at they sometimes also challenge the details of things in English to the customer.
- **Mentoring programs or job shadowing programs to connect newcomers with employers (3 counts)**
 - External formalized mentorship programs (referrals are a key source of recruitment)
 - Possibly organizing a job shadow or work practicum program that would allow immigrants to work in different organizations for approximately two weeks at a time so employers could get a better idea of skills and how they relate to the positions available and prospective employees can get a better idea of what some positions entail
 - Job placement whether it be sales, admin or technical, a go to placement agency??
- **Screening skills and support for employers (2 counts)**
 - Preparing / screening applicants to ensure they have suitable rudimentary English skills and supporting them to enhance these skills as required
 - One of the most time consuming things for us is awaiting security clearances. With new immigrants, it can sometimes take a lot longer to ensure they receive the required clearance...if this process can be improved in anyway is would allow us to bring aboard more immigrant workers in a more timely fashion.
- **Assistance of foreign credential assessment and recognition (2 counts)**
 - Immigrants should have strong proof of their education in country of origin
 - A vehicle to access this specific pool of skilled workers with the ability to assess and compare foreign credentials and relevant experience. Currently local immigrant workers are being hired and evaluated in the same way as non-immigrant workers (in my opinion)

- **Simplify immigration and work permit process** (2 counts)
 - The fellow that we hired, that became a Canadian Citizen, complained about the cost to complete the process to get a work permit. If it didn't cost so much, employers would have better access to more workers. The work that I had to do for that employee was moderate. Tri-Continental Global Services was involved and, according to them, they dealt with most of the paper work required on my behalf. I appreciated that and would have balked if I had to do more work regarding his work permit.
 - The co-owner of the company uses the TFW program to ensure employers stay for a year otherwise employees don't stick around. They were not aware of NSMS employment services but we're familiar with WorkBC.

- **Help newcomers connect with union or regulated occupations** (2 counts)
 - Much government red tape
 - If they would join our union of BAC#2

- **Others:**
 - Lots of ideas – let's chat
 - At this point in time, we receive a good percentage of applications for employment from immigrant population
 - We don't differentiate much because the availability is very good, so based on the skills required we hire the best available employee
 - I am satisfied with our hiring process
 - Wow good question I was unaware there so many looking for work!
 - Not necessary, we don't need more immigrant workers; there is already an oversupply for the jobs available
 - Find a way to help local employers who are looking abroad to hire from within the community
 - The immigrants should have commitment to live in Canada, not after being a citizen, then go back to country of origin

APPENDIX V: DEMOGRAPHIC INFORMATION

Type of Company/Organization

Is your company?	Responses
For Profit	77
	70.0%
Not for Profit	21
	19.1%
Government	12
	10.9%
Total Responses	110

Size of Business/Employer

Is your company?	Responses
Small business/employer: 1 – 5 employees	21
	19.3%
Small business/employer: 6 – 50 employees	46
	42.2%
Small business/employer: 51 – 100 employees	3
	2.8%
Medium business/employer: 101 – 250 employees	11
	10.1%
Medium business/employer: 251 – 500 employees	11
	10.1%
Large business/employer: 501 – 1000 employees	6
	5.5%
Large business/employer: 1000+ employees	11
	10.1%
Total Responses	109

Type and Size of Company/Organization

Is your company?	For Profit	Not for Profit	Government
Small business/employer: 1 – 5 employees	18	3	0
	23.38%	15.00%	0.00%
Small business/employer: 6 – 50 employees	39	6	1
	50.65%	30.00%	8.33%
Small business/employer: 51 – 100 employees	2	0	1
	2.60%	0.00%	8.33%
Medium business/employer: 101 – 250 employees	4	6	1
	5.19%	30.00%	8.33%
Medium business/employer: 251 – 500 employees	6	3	2
	7.79%	15.00%	16.67%
Large business/employer: 501 – 1000 employees	0	1	5
	0.00%	5.00%	41.67%
Large business/employer: 1000+ employees	8	1	2
	10.39%	5.00%	16.67%
Total Responses	77	20	12

Industries/Sectors

What industry or business sector is your company/organization in?	All Employers	Employers that hired 1+ recent immigrants over the past five years
Health Care and Social Assistance	15	9
	17.2%	17.0%
Construction	10	6
	11.5%	11.3%
Retail Trade	10	7
	11.5%	13.2%
Educational Services	8	4
	9.2%	7.5%
Professional, Scientific and Technical Services	7	4
	8.0%	7.5%
Other Services (except Public Administration)	7	3
	8.0%	5.7%
Arts, Entertainment and Recreation	6	5
	6.9%	9.4%
Transportation and Warehousing	5	4
	5.7%	7.5%
Accommodation and Food Services	5	4
	5.7%	7.5%
Information and Cultural Industries	3	1
	3.4%	1.9%
Finance and Insurance	3	2
	3.4%	3.8%
Public Administration	3	1
	3.4%	1.9%
Manufacturing	3	2
	3.4%	3.8%
Wholesale Trade	2	1
	2.3%	1.9%
Real Estate and Rental Leasing	1	0
	1.1%	0.0%
Agriculture, Forestry, Fishing and Hunting	0	0
	0.0%	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0
	0.0%	0.0%
Utilities	0	0
	0.0%	0.0%
Management of Companies and Enterprises	0	0
	0.0%	0.0%
Administrative and Support, Waste Management and Remediation Services	0	0
	0.0%	0.0%
Total Responses	87	53

Other Responses:

- **Professional, Scientific and Technical Services** (10 counts)
 - Engineering
 - Consulting Engineering
 - Employment Service
 - Legal Services
 - Legal
 - Engineering Consulting
 - Business Association
 - Law
 - Landscape
 - Professional Pest Control Services
- **Health Care and Social Assistance** (6 counts)
 - Services to people with developmental disability
 - Non-profit community services
 - Home support companionship and personal support for seniors and those who need assistance
 - Community services
 - Multi service non-profit
 - Community living disability services
- **Other Services (except Public Administration)** (6 counts)
 - Municipal community services
 - Private security services
 - Cleaning services
 - Janitorial
 - Funeral
 - Trade services
- **Arts, Entertainment and Recreation** (5 counts)
 - Community Centre and Childcare
 - Tourism
 - Arts, entertainment and recreation
 - Tourism / travel agency
 - Local soccer club
- **Construction** (3 counts)
 - Bricklayers
 - We provide qualified/ticketed crane operators and riggers to companies that build concrete towers, bridges and other large industrial jobs; hospitals, sky train stations, etc.
 - Trades. Welding. Construction.
- **Accommodation and Food Services** (2 counts)
 - Food industry. School lunch catering and delivering.
 - Food service

- **Manufacturing** (2 counts)
 - Manufacturing
 - Ship building and ship repair
- **Retail Trade** (2 counts)
 - Online
 - Online marketing
- **Information and Cultural Industries** (1count)
 - Social media

Type of Company/Organization and Industries/Sectors

What industry or business sector is your company/organization in?	For Profit	Not for Profit	Government
Agriculture, Forestry, Fishing and Hunting	0	0	0
	0.00%	0.00%	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0	0
	0.00%	0.00%	0.00%
Utilities	0	0	0
	0.00%	0.00%	0.00%
Construction	8	1	0
	13.79%	6.25%	0.00%
Manufacturing	3	0	0
	5.17%	0.00%	0.00%
Wholesale Trade	2	0	0
	3.45%	0.00%	0.00%
Retail Trade	9	0	0
	15.52%	0.00%	0.00%
Transportation and Warehousing	4	1	0
	6.90%	6.25%	0.00%
Information and Cultural Industries	0	0	3
	0.00%	0.00%	0.00%
Finance and Insurance	3	0	0
	5.17%	0.00%	0.00%
Real Estate and Rental Leasing	1	0	0
	1.72%	0.00%	0.00%
Professional, Scientific and Technical Services	7	0	0
	12.07%	0.00%	0.00%
Management of Companies and Enterprises	0	0	0
	0.00%	0.00%	0.00%
Administrative and Support, Waste Management and Remediation Services	0	0	0
	0.00%	0.00%	0.00%
Educational Services	1	4	3
	1.72%	25.00%	25.00%
Health Care and Social Assistance	11	3	1
	18.97%	18.75%	8.33%
Arts, Entertainment and Recreation	3	2	1
	5.17%	12.50%	8.33%
Accommodation and Food Services	4	0	1
	6.90%	0.00%	8.33%
Other Services (except Public Administration)	2	5	0
	3.45%	31.25%	0.00%
Public Administration	0	0	3
	0.00%	0.00%	25.00%
Total Responses	58	16	12

North Shore Communities

What community on the North Shore does your company/organization operate in?	Responses
City of North Vancouver	65
	60.7%
District of North Vancouver	59
	55.1%
West Vancouver	51
	47.7%
Total Responses	107