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A 'HOW TO' GUIDE FOR

# ONBOARDING TEMPORARY FREIGN WORKERS

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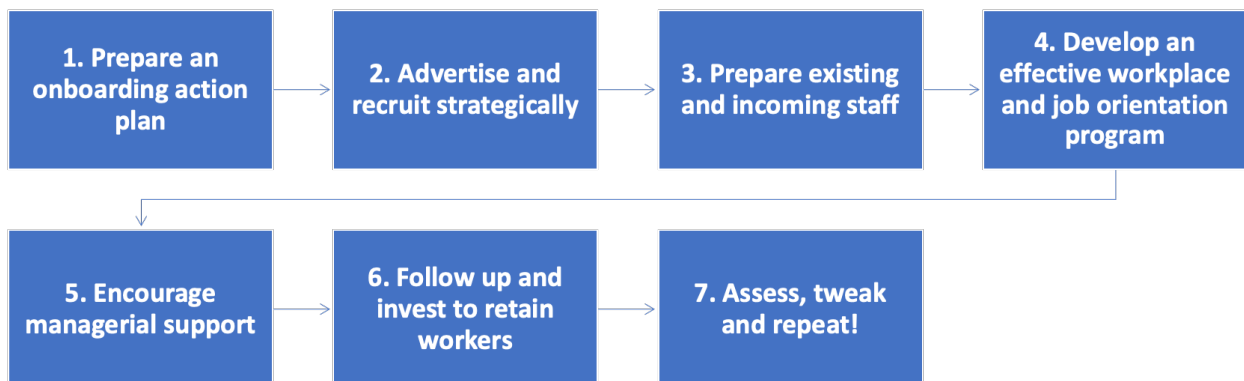


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## 7 Steps to Effective Onboarding

**A**ttracting, integrating and retaining temporary foreign workers, or onboarding, is neither a one-shot deal nor a one-man show! Onboarding is an ongoing process that needs to be documented, continually tweaked and customized and requires employees from across departments and ranks to contribute. This document describes the seven steps of onboarding and provides practical tips on how to put those steps into action.



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## Step 1: Prepare an onboarding action plan

Effective onboarding begins before you even think of recruiting workers. This section specifically describes and breaks down four elements you should consider beforehand: i) look into the legal process and paperwork, ii) build partnerships in the community, iii) prepare and share your strategic business plan, iv) work on your company culture and branding, v) promote a continuous development environment, vi) consider factors that make up good quality work and vii) audit and optimize communication and the physical layout.



### Element 1: Look into the legal process, paperwork and costs



Hiring a temporary foreign worker requires time and money so before you move forward, get informed about the legal requirements and the timeline for selected candidates to obtain a visa. Requirements will change depending on the type of worker hired and the country of origin.

1. **Provincial paperwork and costs.** Each territory has its own process, paperwork and fees associated with hiring temporary foreign workers.
2. **Federal paperwork and costs.** The federal government has its own requirements that may coincide or diverge with territorial requirements.
3. **Paperwork to be done by the new worker in their home country.** The temporary foreign worker will have some leg work to do on their end to obtain documents that will include obtaining a health certificate, a valid passport, applying for a work permit and a travel visa.

4. **Exemptions.** Verify if the country of recruitment and type of position you are hiring for is exempt from some of the standard provincial and federal paperwork, costs and travel visas.
5. **Government subsidies.** Territorial and federal government subsidies may be available to cover some of the costs associated with hiring a temporary foreign worker.



#### **Added resources:**

[How do I hire a temporary foreign worker, Government of Canada](#)  
[Embaucher un travailleur étranger temporaire, Gouvernement du Québec](#)

### ***Element 2: Build partnerships in the community.***



As a small to medium enterprise, you cannot do it all on your own and you will need allies. Build partnerships with various stakeholders in the community so they can help with the integration into the community.

1. **Local, territorial and national government officials.** Participating in government consultations and activities will help build your network, and your reputation as a leader in the community and give a voice to the concerns and challenges you are facing.
2. **Social service providers.** Connect with immigrant integration service providers, language training providers, health care providers, and schools and daycares where children of immigrant workers may be registered. These service providers may also provide new immigrant workers with information about how the local systems work.
3. **Community groups and non-government organizations.** Connect with ethnic community groups that may become a source of recruitment and support for immigrant workers you hire.



4. **B2B Networks.** Connect with other businesses that also recruit immigrant workers to share challenges and effective strategies to overcome the challenges.
5. **Local businesses.** Consider having partnerships in banks, grocery stores and real estate agents. They may help immigrants access services, obtain a loan to purchase a house or a car or consider expanding products to include popular ethnic foods.
6. **Local economic development agencies and chambers of commerce.** These organizations may provide certain services such as help finding appropriate housing, transportation and training services for your current employees.

#### ★ **Special Tip**

Look at local municipal, Cégep and university websites. They often provide resources, links, support materials for citizens and international students and/or a welcoming manual that may be useful for employers preparing to hire immigrant workers.

#### 🗣️ **Added benefit**

These different alliances will be valuable resources for integrating immigrant workers into the community and contribute to identifying and addressing issues in the community such as a shortage of housing.

#### 📖 **Added resources**

Jian, G. (2012). Does culture matter? An examination of the association of immigrants' acculturation with workplace relationship quality. *Management Communication Quarterly*, 26(2), 295-321. doi: 10.1177/0893318912440178

### ***Element 3: Prepare and share your strategic business plan.***



A long-term strategic business plan describes how the organization generates revenue, day-to-day operations and long-term goals. This plan communicates a collective goal, broader challenges, and



executive decisions. For this reason:

1. **Develop a long-term plan.** Describe sales, growth and organizational change objectives you wish to reach in 4-5 years.
2. **Identify short-term (annual) objectives.** Identify organizational development objectives, assign tasks and responsibilities across departments and identify hiring needs, positions to be filled and budgets to be allocated.
3. **Hold regular meetings to keep staff informed.** Hold regular meetings (annually and/or quarterly) to discuss the advancement of the annual objectives, challenges and solutions.

#### ★ **Special Tip**

The type of information and extent of the business plan that is shared with employees may vary from one organization to the next.

#### ★ **Special Tip 2:**

Ensure that your partners are able to serve temporary foreign workers who do not speak the local language or that you have a translator on hand when the time comes. For example, the banker who will assist with opening a bank account.

#### 🎧 **Added Benefit**

Communicating the strategic plan builds trust and confidence, especially during difficult economic times.

#### ❖ **Additional resources**

How to write a business plan, BDC

Investissement Québec- Preparing a business plan

PME Montreal how to write a business plan

#### **Element 4: Work on your company culture and branding**

Your company culture (the collective processes, beliefs and behaviours within the organization) and Human Resource branding (the corporate identity that is projected) shape internal behaviours and public perceptions of the company as an employer. For these reasons take time to:



1. **Identify values that reflect your company's identity.** Limit the number of values to 3 or 4 to make them memorable.
2. **Identify corresponding behaviours.** that correspond to each value that employees display in the workplace.
3. **Display company values.** Find a shared space to display the values and provide employees with access to corresponding behaviours.
4. **Promote your brand in the community.** This can be done in a number of ways such as
  - i. Sponsoring events and organizations
    - University and college student organizations
    - School science fairs at the elementary, secondary, college and University levels
  - ii. Connecting with the community
    - Student outreach programs: becoming a guest speaker in schools
    - Volunteering in local community centres, youth groups and nursing homes
  - iii. Participating in local events
    - fundraising events
    - walk for cancer
    - marathons

### ★ **Special Tip**

Engage your staff in identifying the behaviours they feel reflect company values and promoting your brand in the community.

### 🕒 **Added benefit**

The values and behaviours identified will serve to identify if applicants' personal values and behaviours match those of your company culture.

### 📖 **Additional resources**

Understanding and developing company culture, SHRM

Company culture is everyone's responsibility, Harvard Business Review

15 Things HR Leaders can do to Help Build Strong Employer Brands, Forbes

### ***Element 5: Promote a continuous development work environment.***



A continuous development work environment is one where staff are encouraged and able to proactively take actions to meet organizational goals by improving processes and efficiency. It is commonly known as the Toyota model of management. Continuous development in an organization can take many different forms:

1. **Bottom-up problem-solving:** Leaders meet with workers from across departments and ranks to gain multiple perspectives of a workflow problem, the source of the problem and to identify potential solutions.
2. **Assign organizational goals to different departments.** Assign organizational development goals to specific departments. Have them identify solutions, steps, a timeline and individuals responsible for each step and post it somewhere visible.
3. **Organize work groups and working committees.** Organize work groups and committees that employees may voluntarily join. Examples of work

groups include having a social committee, a green team, a community outreach team and so on.

4. **Organize social activities in and out of the workplace.** Organize social activities in the workplace and outside of the workplace to give colleagues a chance to go beyond shop talk and connect. Some ideas may include:
  - Workplace activities: themed or international potluck luncheons, Happy hour Thursdays, outdoor BBQ
  - Outside of the workplace activities: apple picking, cabane à sucre, participating in soccer tournaments, marathons or other community sporting events or ski day with group discount rates.

#### ★ **Special Tip 1**

To encourage participation in additional work groups consider compensating workers with added vacation days, cash bonuses a paid lunch or some other perk.

#### ★ **Special Tip 2**

Employees' age, family responsibilities and personal interests mean they will have different interests and levels of engagement in social activities organized by employers. Provide a wide range of activities to reach as many employees as possible.

#### 🗣️ **Added benefit**

Change of any kind is a slow and gradual process. Adopting a continuous development culture helps build consensus, move things along and allows people who might not otherwise interact to work together.

#### ❖ **Additional resources**

The Toyota way- 14 management principles from the world's greatest manufacturer, LinkedIn Egan, M., Yang, B. & Bartlett, K. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. Human Resource Development Quarterly, 15(3), 279- 301.

### **Element 6: Consider factors that make up “good quality work”.**



Different people will speak about different criteria to define “good quality work”, and salary is NOT a silver bullet. Consider the criteria below to see how your organization measures up.

1. **Access to training.** Having access to training has been ranked highly as an important factor and one of the top factors identified in this study and even leads people to refuse higher paying positions in other organizations.
2. **Flexible work schedule.** This emerged as one of the top priorities in this study along with access to training. Workers appreciate being able to start earlier, start later or catch up at another time so that they may take time off for personal appointments. Transform sick days into “mobile days” and allow workers to use them for the purpose of their choice such as to extend a vacation. Occasionally finishing early on Fridays is also appreciated by workers.
3. **Work-life balance.** Participants in this study said having enough money to pay your bills is all you need and that having time to spend with family and friends was more important to them.
4. **Safe, clean and quiet work environment.** Workers need to feel physical and psychological security in their workplace so providing safety and security training, robust processes and inclusive workspaces will be important to attract and retain workers.
5. **Job security and opportunities for advancement.** Participants that said they were satisfied with their employer's onboarding program felt confident that the company will continue growing and offering them opportunities to grow with it.

6. **Having an interesting job.** Participants repeated over and over, they love their work and would not trade it for a high-paying job doing a redundant task.
7. **Autonomy in the workplace.** Participants in this study relished in being able to make a difference in the workplace whether it was in their department, suggesting improvements in work processes or by participating in the working committees to achieve organizational goals.
8. **Workplace relations.** Participants appreciated having a workplace that offered opportunities to socialize, provide managerial support and promote positive relationships with colleagues.
9. **Salary, Healthcare and benefits.** Are your employees able to earn a living wage Do they have access to private healthcare insurance where the organization covers half of the fees? Do you have a retirement plan?

### ★ **Special Tip 1**

One of the top priorities for many workers is having a *flexible work schedule* where they can start earlier, start later or catch up at another time so that they may take time off for personal appointments. Transform sick days into “mobile days” and allow workers to use them for the purpose of their choice such as to extend a vacation. Occasionally finishing early on Fridays is also appreciated by workers.

### ★ **Special Tip 2**

Continue reading this guide to see the onboarding mechanics which address these elements.

### 🗣️ **Added Benefit**

Having good quality work improves the retention of workers.

### ❖ **Additional resources**

Quality of work literature review, Future Skills Centre from the Government of Canada

## **Element 7: Audit and optimize the physical layout, communication methods, and content.**



Organizational communication materials, methods, accessibility and the physical layout set the tone of the workplace. Consider conducting an audit of each of the following examining the materials used, content, languages and use of pictograms.

1. **Assess analog communication.** Analog communication includes bulletin boards, dry-erase boards, mail slots, information booklets, posters, signs, decals and other tangible methods used to communicate. Take note of analog communication in the parking lot, staff lounge(s), meeting spaces, cabinets, doors to offices and workspaces, and administrative areas. Ask yourself if the content of communication corresponds with the needs of those who have access to it.
2. **Assess digital communication.** Consider the methods, content and audience of digital communication used in your organization. Is it accessible to everyone? Types of digital communication include: television screens, employee intranet portal, screen projectors, social media platforms (Facebook, LinkedIn, Twitter, Instagram, Blogs and YouTube)
3. **Assess the physical layout.** Consider the workspaces and amenities offered and how this may impact visitors, employees and newcomers' perceptions of your organization. Consider how many of these spaces you have and who uses them: entrances, locker rooms, meeting spaces, office spaces, factory floor, indoor amenities, and outdoor amenities.

### **Special Tip**

Things to look out for include unmarked rooms and/or cabinets, signs that may benefit from a pictogramme or a second language, a layout that impacts



productivity or access to supervisors and if staff lounges or locker rooms promote inclusivity.

### **Added benefit**

The audit of the physical layout and communication will identify organizational development goals and serve to highlight what you have to offer in your recruitment advertising.

### ***What are the most influential elements you should tackle?***



- ✓ **Preparing and sharing the strategic business plan**
- ✓ **Promoting a continuous development work environment.**

**REMEMBER: This is an ongoing process, do what you can and address the remaining points in the future.**

### **Step 1 Checklist**

<b>Look into the legal process and costs</b>	<input type="checkbox"/> Provincial paperwork and costs. <input type="checkbox"/> Federal paperwork and costs. <input type="checkbox"/> Paperwork to be done by the new employee in their home country. <input type="checkbox"/> Exemptions. <input type="checkbox"/> Government subsidies.
<b>Build partnerships in the community</b>	<input type="checkbox"/> Local, territorial and national government officials. <input type="checkbox"/> Social service providers. <input type="checkbox"/> Community groups and non-government organizations. <input type="checkbox"/> B2B Networks. <input type="checkbox"/> Local businesses. <input type="checkbox"/> Local economic development agencies and chambers of commerce.
<b>Strategic business plan</b>	<input type="checkbox"/> Build partnerships in the community <input type="checkbox"/> Develop a long-term, 4 to 5 year, strategic business plan. <input type="checkbox"/> Prepare annual sales projections, growth objectives and budget. <input type="checkbox"/> Identify your hiring needs, and timing and allocate a budget. <input type="checkbox"/> Share the plan and progression regularly with staff.
<b>Company culture and branding</b>	<input type="checkbox"/> Establish 3-4 company values. <input type="checkbox"/> Identify behaviours that correspond to company values. <input type="checkbox"/> Display the values in shared spaces. <input type="checkbox"/> Promote company brand and visibility.
<b>Continuous development work environment</b>	<input type="checkbox"/> Bottom-up problem-solving. <input type="checkbox"/> Assign organizational development goals. <input type="checkbox"/> Organize work groups. <input type="checkbox"/> Organize social activities to promote networking.

<b>Good quality work</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> <b>Access to training.</b></li><li><input type="checkbox"/> <b>Flexible schedule.</b></li><li><input type="checkbox"/> <b>Work life balance.</b></li><li><input type="checkbox"/> <b>Safe clean and quiet work environment.</b></li><li><input type="checkbox"/> <b>Job security and opportunities for advancement.</b></li><li><input type="checkbox"/> <b>Having an interesting job.</b></li><li><input type="checkbox"/> <b>Autonomy in the workplace.</b></li><li><input type="checkbox"/> <b>Workplace relations.</b></li><li><input type="checkbox"/> <b>Salary, healthcare and benefits.</b></li></ul>
<b>Audit your communication methods and physical layout</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> <b>Analog communication</b></li><li><input type="checkbox"/> <b>Digital communication</b></li><li><input type="checkbox"/> <b>Assess physical layout</b></li></ul>

## Step 2: Advertise and recruit strategically

How do you make a job advertisement more appealing and improve your assessment of candidates in interviews? This section describes and breaks down three elements you should consider: i) advertise the position and promote your organization's best assets, ii) cast a wide net for recruitment and iii) interview strategically.



### **Element 1: Advertise the position and promote your organization's best assets.**

There are standard elements of a job advertisement and then added benefits.



1. **Include the basics.** Basic elements to include are the position, title, location, number of hours, presence (in person, hybrid or remote) role and responsibilities, benefits (health insurance, paid vacation, retirement contribution, training opportunities), salary scale, accessibility by public transit (if available).
2. **Identify the value added of the company.** Identify what "good quality work" criteria you tick off as well as the added benefits and perks offered such as amenities and social activities. Personalize the advertisement by naming the supervisor and how the organization will facilitate newcomers' integration.
3. **Identify the value added of the community.** Identify advantages of living in the community, such as: safety, political stability, access to affordable housing, access to quality and affordable education, a diversified economy,

access to integration services and public transit, recreational activities and community centres.

4. **Indicate integration support.** Let immigrant candidates know how you will help support their integration and develop their skills from language training to up-skilling or helping them obtain equivalences for education credentials.

### ★ **Special Tip 1**

Go back to the list of “good quality work” in step 1 and be sure to list what your organization offers keeping in mind the most important criteria are: access to training, job security and having a flexible work schedule.

### ★ **Special Tip 2:**

When advertising the benefits of the community compare it to a larger community that attracts immigrants and provide statistics when possible. For example, housing costs 23% less or crime rates are 30% lower.

### **Added Benefit**

Promoting the best assets of your community and organization may help attract more candidates and describing special support to immigrants projects the image of a knowledgeable and supportive employer.

### ❖ **Additional resources**

Writing an effective job description, Wright University Human Resources  
How to write a job description, Indeed

### **Element 2: Cast a wide net for recruitment.**



There are different places you can advertise but not all are as effective at generating interest.

1. **Use digital platforms.** Digital platforms should include: popular job sites in your area, your company website, university and college platforms, the organization's LinkedIn page, other organizational social media platforms.
2. **Foreign university and college job boards.** Universities and community colleges usually have a job advertising board for employers to recruit newly graduated students. Check their websites and contact them directly to see if you may use their services.
3. **Government-funded organizations.** There are government-funded organizations that organize hiring missions abroad for a fee and they provide support services throughout the process.
4. **Private recruitment agencies.** Connect with a private recruitment agency locally or abroad to help find qualified workers that meet your needs and support you in the paperwork process.
5. **Assess what works best.** After a recruiting period consider where most applicants saw your posting, consider which sites generated the most interesting candidates and focus on using those methods.

#### ★ **Special Tip**

Advertise in common spaces such as the staff lounge so workers may see what positions need to be filled and once recruited ensure to indicate that the position has been filled.

#### 🎯 **Added Benefit**

This is an additional way to promote communication, rally existing resources and promote the job internally for those interested in the position.

### **Element 3: Interview strategically.**



Design interviews to showcase your organization, the role and

assess candidates' potential to succeed in it.

1. **Screen candidates.** Public and private recruitment partners often take care of this step by
  - Conducting a legal background check
  - Validating education credentials
  - Cross-referencing professional experience with work attestations
  - Ensuring that candidates c.v.'s are up to date
2. **Screen candidates' social media presence and activity.** Do a quick search to see what sort of presence candidates have on social media and if their profile and values match those of the organization.
3. **Screen candidates' interest.** To save time call candidates to:
  - Ask if they remain interested.
  - Understand why they are interested in the position.
  - Where they saw the job offer.
  - Schedule an interview if everything checks out.
  - Invite them to browse the company website prior to the interview date.
4. **Have a translator on hand.** If the candidates speak the target language as a second or third language have a translator on hand to make sure finer discussion points do not get lost in translation.
5. **Involve existing temporary foreign workers.** Invite temporary foreign workers already working for the company that will work directly with the candidate to participate in all or part of the interview process. They can ask questions, share insight into what daily operations and processes look like, to share onboarding experiences and community integration experiences.
6. **Introduce the interview team.** Begin the interview by introducing the interview team to their title, role and responsibilities to help situate the candidate.



7. **Have an interview agenda.** Inform candidates of the interview format: the duration and main discussion points/parts.
8. **Assess candidates' values and growth mindset.** Ask candidates to talk about themselves generally, something they are proud to share (personal or professional), something they learned about in the past week/month and a skill or competency they would like to develop at your organization or while living in the country.
9. **Validate and complete candidates' understanding of the organization, the services offered and the role they are applying to.** Ask candidates to describe your organization, the services you offer and what they think the role they are applying to entails. Complete/correct their perceptions to make sure everyone is on the same wavelength.
10. **Use a corporate video to introduce the workplace.** Have a corporate video introducing the company, management, future colleagues and the company's physical layout.
11. **Provide a job preview activity.** Provide candidates with a task that is reflective of the responsibilities of the position to assess their hard and soft skills and to validate if candidates are really interested in the position.
12. **Provide scenarios to assess work habits and ethics.** Present a real-life challenge the team dealt with and ask how candidates would deal with it to validate if their values align with company values and corresponding behaviours.
13. **Reformulate questions and be patient.** Be prepared to reformulate questions and ask candidates to explain their understanding of the question to ensure you are talking about the same thing.

14. **Get to know candidates on a more personal level.** Research has shown that certain personal elements, lifestyle preferences and demographics may impact the retention of workers in an organization and a community.

Consider:

- Professional qualifications and the position they are applying to.
- Whether candidates come from a larger or smaller city.
- Lifestyle preferences (urban, suburban or country living).
- Amenities they would like access to and if it corresponds with those available in the community.
- Accompanying family members. Do workers have family or friends in the community? Are they coming with family members immediately or will family come at a later time? Perhaps the candidate is alone?
- Accompanying family members' academic credentials, professional background and access to work in the community.

15. **Explore their motivation to move abroad and introduce the community.**

Ask candidates to explain why they want to work abroad. Share information about the community in terms of geographic location, climate, advantages of living in the community, challenges of living in the community (ex.: long cold winters) and available services. If available share promotional videos of the community.

16. **Close the interview with the next steps.** Provide candidates with information about the next steps and an approximate timeline.

### ★ **Special Tip**

To optimize the process make the candidate feel comfortable, ask open-ended questions and summarize what candidates tell you to ensure you understood correctly.

### **Added Benefit**

Candidates who feel comfortable will open up and share more allowing you to assess if they are the right fit for your organization.

### **Additional resources**

7 Top interview strategies for hiring candidates, Monster

Britto, R., Cruzes, D., Smite, D., & Sablis, A. (2018). Onboarding software developers and teams in three globally distributed legacy projects: A multi-case study. *Journal of Software: Evolution and Process*, 30(4). doi: 10.1002/smr.1921

### ***What are the most influential elements you should tackle?***



- ✓ **Interview strategically to ensure the candidate understands the role and responsibilities and if their profile is the right fit.**

**REMEMBER:** This is an ongoing process, do what you can and address the remaining points in the future.

 **Step 2 Checklist**

<b>What to advertise</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> <b>Location</b></li><li><input type="checkbox"/> <b>Position and department</b></li><li><input type="checkbox"/> <b>Role and responsibilities</b></li><li><input type="checkbox"/> <b>Number of hours per week</b></li><li><input type="checkbox"/> <b>Salary scale (annual or hourly)</b></li><li><input type="checkbox"/> <b>Benefits</b></li><li><input type="checkbox"/> <b>Perks/added value of working for the company.</b></li><li><input type="checkbox"/> <b>Identify the value added of the community.</b></li><li><input type="checkbox"/> <b>Indicate integration support offered.</b></li><li><input type="checkbox"/> <b>Personalize the position.</b></li></ul>
<b>Advertise strategically</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> <b>Popular online job sites.</b></li><li><input type="checkbox"/> <b>Foreign university and college job sites.</b></li><li><input type="checkbox"/> <b>Government funded organizations</b></li><li><input type="checkbox"/> <b>Private recruitment agencies</b></li><li><input type="checkbox"/> <b>Assess where the majority of candidates see the advertisement.</b></li></ul>

<b>Interviews</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> <b>Screen candidates.</b></li><li><input type="checkbox"/> <b>Screen social media presence and activity.</b></li><li><input type="checkbox"/> <b>Have a translator on hand.</b></li><li><input type="checkbox"/> <b>Involve existing temporary foreign workers or employees who will be the candidates' future colleagues.</b></li><li><input type="checkbox"/> <b>Introduce the interview team.</b></li><li><input type="checkbox"/> <b>Provide an interview agenda.</b></li><li><input type="checkbox"/> <b>Ask candidates to talk about something they learned in the past week/month.</b></li><li><input type="checkbox"/> <b>Ask candidates what skills they want to develop.</b></li><li><input type="checkbox"/> <b>Ask candidates to describe the company, the role and the responsibilities.</b></li><li><input type="checkbox"/> <b>Complete the candidates' understanding of your organization.</b></li><li><input type="checkbox"/> <b>Use a corporate video to introduce the work team.</b></li><li><input type="checkbox"/> <b>Provide a job preview activity.</b></li><li><input type="checkbox"/> <b>Get to know candidates on a more personal level.</b></li><li><input type="checkbox"/> <b>Reformulate questions and be patient.</b></li><li><input type="checkbox"/> <b>Provide scenarios to assess work habits and ethics.</b></li><li><input type="checkbox"/> <b>Explore their motivation to move ahead and introduce the community.</b></li><li><input type="checkbox"/> <b>Close the interview with the next steps and timeline.</b></li></ul>
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### Step 3: Prior to day 1

Do you remember having the jitters before starting a new job or wondering about what a new work colleague will mean for you as an employee? This section describes and breaks down how to prepare both existing workers and new workers for the change that comes with a new recruit. By front-loading both groups with information about what is required and expected of them will facilitate the transition for everyone.



#### Element 1: Prepare existing staff.



Arm existing staff with training and information so they understand their role and are equipped to answer and/or re-direct questions from newcomers.

1. **Inform managers and supervisors.** Verbally and/or in writing inform and advertise internally that a new employee has been recruited.
2. **Inform existing staff.** Verbally and/or in writing inform the immediate work team about a new incoming employee. Hang a poster with the newcomers picture, name, position, start date, and a fun fact in a shared space such as the staff lounge.
3. **Introduce the country and culture of incoming temporary foreign workers.** Hold an information session to introduce existing workers to the country of incoming temporary foreign workers. Include information about geographic location, type of government, climate, and political system,

official languages, religions and identify and address pop culture stereotypes.

4. **Provide ongoing training to managers and supervisors.** Consider which staff members might require training such as: Human capital training, leadership training or maybe a series of co-development training sessions for supervisors to share experiences where they dealt with conflict or under-performing employees and how they dealt with it.
5. **Provide access to language training and apps.** Offer existing employees the opportunity to learn an additional language through courses or through apps.
6. **Identify and train buddies, coaches and mentors.** Select a buddy with experience in the new employee's position and inform them of their responsibilities and questions that should be re-directed to management.
7. **Remind staff of how they can help integrate a new colleague.** Small efforts such as taking a few minutes to introduce themselves, make small talk, introduce new employees to other colleagues or invite them to sit with them at lunch can go a long way.
8. **Explain how small talk can make a big difference.** Small talk makes a HUGE difference as it gives immigrant workers the opportunity to practice the language and learn about the local culture and systems (education, banking, tax system, health care, community activities etc...) and build relationships with colleagues.
9. **Organize opportunities to connect.** Find ways to have people connect and get to know each other.

★ **Special Tip**

When selecting a buddy, coach or mentor consider if you want that person to be from the same cultural background as the incoming worker or a different cultural



background, as both have advantages and disadvantages. Buddies from the same cultural background have insight into the specific challenges workers may face but a buddy from a different cultural background will promote cross-cultural interactions.

### ❖ **Additional resources**

Chapman, C. (2009). Retention begins before day one: Orientation and socialization in libraries. *New Library World*, 110(3-4), 122-135. doi: 10.1108/03074800910941329

### **Element 2: Prior to arriving in the country.**



In addition to learning about a new organization, role and responsibilities, temporary foreign workers have to learn about a new culture, community and possibly a new language. Start early, spread out the dissemination of information and repeat the information.

1. **Immigration paperwork.** Connect the new worker with an immigration consultant or a law firm to prepare their file to apply for a work permit and other immigration paperwork.
2. **Identify general needs.** Meet virtually with the new worker to identify the type of support needs they will have. Consider the following
  - Individual needs: language training, mobility,
  - Family needs: who they will be coming with and any special needs
  - Concerns: Identify and address concerns the new worker may have about their upcoming transition.
  - Keep them updated about changes in the workplace, work team and/or department projects/objectives.
3. **Provide information about the work culture.** Do not wait for day 1 of orientation to begin sensitizing temporary foreign workers to
  - Company policies

- Information in the employee manual
- Paydays, pay stubs and deductions,
- Legal holidays and vacation.
- Health insurance

4. **Plan the logistics.** Help temporary foreign workers prepare financially for the upcoming transition. Consider:

- Cost sharing a container to ship personal belongings
- Preparing a budget for basic expenses and identifying stores with different price points.
- Providing information about alternative ways to acquire certain household items (ex.: garage sales, Facebook marketplace, Kijiji).
- The season the worker will arrive and ensure they and their accompanying family have clothing that corresponds to the season.

5. **Provide information about housing.** Prior to their arrival inform them about housing options, neighbourhoods and costs.

- Explain the rights and responsibilities of a leaser or leasee.
- Describe different rental options (houses, apartments, condominiums, fully, partially furnished or un-furnished, heating included or not included etc..).
- Explain the process and requirements of purchasing a house-homeowners are more likely to stay in the community.
- Identify and describe different neighbourhoods and the amenities in the neighbourhoods.
- Inform them about costs associated with utilities.

6. **Support accessing and acquiring housing.** Prior to their arrival identify and secure appropriate housing by:

- Hiring a local organization.
- Purchasing a building and providing temporary housing.

- Leasing in the company's name for the first year and transferring the lease the following year.
- Selecting partially furnished housing.
- Offering an upfront bonus to help furnish their home.
- Setting up the internet connection and Netflix or local cable options.
- Purchase a plot of land and re-sell to workers who are interested in building a home.

7. **Provide information about the community.** Let temporary foreign workers know what sort of stores and amenities and activities are available in the community so they may begin thinking about life outside of the workplace. Inform them about local:

- Stores
- Daycares
- Schools and the system (elementary, secondary, Cégep and university)
- Community cultural groups
- Local festivals and events
- Local recreational events
- Public transit and/or transportation options
- Obtaining a driver's license

8. **Provide information about basic elements of daily life.** Use videos to provide information about everyday things you may take for granted such as

- The climate, different seasons and clothing that is needed.
- What does winter and a winter storm look like?
- The heating system, usage and utilities (ex.: heating and keeping windows closed).
- Garbage, recycling and composting procedures and pick-up days
- House cleaning methods and products

- Household maintenance and requirements like mowing the lawn
- Traffic regulations
- Using a washer and dryer.

### 9. **Fill out perfunctory paperwork and provide access to the employee portal.**

Once immigration visas have been obtained and the workers prepare to take their flight take a meeting to fill out administrative paperwork and provide the workers with access to the employee portal and manual.

#### ★ **Special Tip**

Hold virtual meetings regularly with temporary foreign workers, once a week or every other week, to discuss and cover these various topics.

#### 🕒 **Added benefit**

When temporary foreign workers finally do arrive in the country more time and energy may be spent on workplace onboarding.

#### 📖 **Additional resources**

Guömundsdóttir, S. & Lundbergsdóttir, L.M. (2016). Onboarding self-initiated expatriates: The case of Icelandic employees working for the Nordic Cooperation. *Journal of Workplace Learning*, 28(8), 510-518. doi:10.1108/JWL-06-2016-0050

### ***Element 3: Upon arrival in the country.***



Partnerships with government and private businesses will be helpful at this stage as temporary foreign workers are introduced to the community and begin community integration.

1. **Purchase 1 week's worth of groceries.** After a long journey, arriving at one's new home with a fridge filled with groceries takes the stress off of people's shoulders.

2. **Airport pick-up.** Decide whether this will be done by the employer or an external hired source. Sending a company representative has the benefit of beginning to build a relationship with the new workers.
3. **Provide contact information.** Leave on the fridge names and telephone numbers to people to contact in case of emergency or if they have any types of questions or support needs.
4. **Give a community tour.** Show new workers around town and where to find:
  - Grocery stores and delivery options
  - Malls
  - Community centres
  - Public transit
  - Local activities such as movie theatres, fitness and or sports clubs and so on.
  - Places of worship
  - Tourist attractions
5. **Provide access to transportation.** Consider how workers will run their errands, get to work and participate in the community. Consider whether there is access to public transit, the weather and distances. There are different ways you can provide access to transportation:
  - A shared company vehicle.
  - Carpooling with colleagues.
  - Weekly shuttle to go grocery shopping.
  - Arranging special agreements with public transit providers to shuttle groups of people to and from work.
6. **Provide a schedule for administrative paperwork and access to a translator.** When booking appointments for administrative paperwork ensure a translator is available if necessary. Book appointments ahead of time and provide a schedule of when they will obtain:

- a social insurance number
  - transfer a driver's license
  - open a bank account
  - Register kids for school and extra-curricular activities
  - Purchase a cell phone (if necessary)
7. **Connect with local service providers.** During their first two weeks after arrival connect temporary foreign workers with
- Language training
  - Language training apps
  - Cultural community groups
  - Integration service providers
  - Connect spouses with other employers
8. **Provide a list of important dates.** Leave on the fridge important dates such as when the trash passes, recycling, composting and parking regulations if necessary.
9. **Offer a welcoming gift and message.** Send a welcoming message from an executive, management or supervisor and offer a welcoming gift with the company logo such as t-shirts, pens or some other options such as a box of chocolates. This adds a nice touch to the overall experience.
10. **Provide a workplace orientation schedule, timeline and checklist.**  
Identify when their first day of work is, where they should present themselves, at what time and send them an orientation schedule with a to-do checklist. suggest what time to leave home or how long the commute to work will take so that they may arrive on time.
11. **Schedule social activities.** For temporary foreign workers to become integrated they need to be active in the community. Schedule some social activities into their calendar and encourage them to participate in community events. These may include:

- A company social event for employees the day prior to their first day on the job.
- A family social networking event organized by the company.
- Identify and promote activities or festivals in the community.
- Provide tickets or discounts to sporting activities in the community or gym memberships.
- If possible pair the temporary foreign workers with a local family.
- Encourage temporary foreign workers to volunteer and donate to the organization where they volunteer.

### ★ **Added benefit**

Providing newcomers with information prior to day one helps them feel less nervous and begin learning about their new organization and processes.

### **Additional Resources**

Prepare for the new employee's arrival, University of Buffalo

Before the first day: Preparing for your new employee's arrival, University of California Davis Human Resources



### **What are the most influential elements you should tackle?**



- ✓ **Prepare existing staff for the arrival of the new employee.**
- ✓ **Provide the new employee a schedule and timeline of their orientation**

**REMEMBER: This step is an opportunity to improve overall communication with your existing staff and to set the tone with newcomers.**

### **Step 3 Checklist**

<p><b>Prepare existing staff</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Inform managers and supervisors.</b></li> <li><input type="checkbox"/> <b>Inform existing staff.</b></li> <li><input type="checkbox"/> <b>Introduce the country and culture of incoming staff to existing staff.</b></li> <li><input type="checkbox"/> <b>Provide ongoing training to managers and supervisors.</b></li> <li><input type="checkbox"/> <b>Provide access to language training and apps.</b></li> <li><input type="checkbox"/> <b>Identify and train buddies/coaches/mentors.</b></li> <li><input type="checkbox"/> <b>Remind staff how they can help integrate a new colleague.</b></li> <li><input type="checkbox"/> <b>Explain how small talk can make a BIG difference.</b></li> <li><input type="checkbox"/> <b>Organize opportunities to connect</b></li> </ul>
<p><b>Prior to arriving in Canada</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Immigration paperwork.</b></li> <li><input type="checkbox"/> <b>Identify general needs.</b></li> <li><input type="checkbox"/> <b>Provide information about the work culture.</b></li> <li><input type="checkbox"/> <b>Plan the logistics.</b></li> <li><input type="checkbox"/> <b>Provide information about housing.</b></li> <li><input type="checkbox"/> <b>Support accessing and acquiring housing.</b></li> <li><input type="checkbox"/> <b>Provide information about the community.</b></li> <li><input type="checkbox"/> <b>Provide information about the local culture.</b></li> <li><input type="checkbox"/> <b>Inform existing staff.</b></li> <li><input type="checkbox"/> <b>Fill out perfunctory paperwork and access to the employee portal.</b></li> </ul>
<p><b>Upon arrival in Canada</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Purchase 1 week's worth of groceries.</b></li> <li><input type="checkbox"/> <b>Plan the airport pick-up.</b></li> <li><input type="checkbox"/> <b>Inform existing staff.</b></li> <li><input type="checkbox"/> <b>Provide contact information.</b></li> <li><input type="checkbox"/> <b>Inform existing staff.</b></li> <li><input type="checkbox"/> <b>Provide access to transportation.</b></li> <li><input type="checkbox"/> <b>Inform existing staff.</b></li> <li><input type="checkbox"/> <b>Provide a schedule for administrative paperwork and access to a translator.</b></li> <li><input type="checkbox"/> <b>Connect with local service providers.</b></li> <li><input type="checkbox"/> <b>Provide a list of important dates.</b></li> <li><input type="checkbox"/> <b>Offer a welcoming gift and message.</b></li> <li><input type="checkbox"/> <b>Provide a workplace orientation schedule, timeline and checklist.</b></li> <li><input type="checkbox"/> <b>Schedule social activities.</b></li> </ul>

## Step 4: Develop an Effective Workplace and Job Orientation Program

Orientation is a two-phase process: first, there is the introduction to the organization and second the role and responsibilities. This section describes and breaks down how to structure and document these two distinct procedures.



### Element 1: Workplace Orientation.



Introduce new workers to their new environment and colleagues so that they gain a general understanding of the organization and work processes that are common across all departments.

1. **Provide access to a translator, if necessary.** Ensure there is an employee who speaks the target language and that materials are translated if the temporary foreign worker is not proficient in the local language.
2. **Re-introduce the organization.** Review the company history, mission, vision, values and corresponding behaviours.
3. **Review the employee manual, again.** Read through the employee manual explaining why certain policies and procedures are in place.

4. **Provide safety and security training.** Review elements that include: health and safety rules and policies, potential hazards, emergency procedures and forms and deliver job-specific training.
5. **Give a tour and meet and greet.** Show the newcomer the premises introducing colleagues as you go along but inform newcomers they will have follow-up meetings with key team members at a later date.
6. **Supply work materials and accesses.** Provide newcomers with all company-issued work materials and computer access codes.
7. **Identify and encourage proactive behaviours.** Inform newcomers that to facilitate their integration they should: ask questions, be outgoing and smile, not be deterred by less friendly colleagues, make small talk with colleagues, speak with employees who have been there the longest and ask for feedback on performance.
8. **Lunch with the team.** Schedule a lunch with their new work colleagues and use this as an opportunity to make small talk rather than shop talk.
9. **Help them connect with social service providers.** Double-check to ensure that the new worker has connected with social service providers and local community groups. If not, take the time to help them do so.
10. **Fill and submit CNESST documents.** CNESST documents must be submitted on temporary foreign workers first day at work.

### ★ **Special Tip 1**

Consider assigning workplace and job orientation tasks to different individuals within the company.

### ★ **Special Tip 2**

To save money on the translation of materials consider using websites like deepl.com for preliminary translation. This website is grammatically more accurate than Google Translate, at this time.

### ★ **Special Tip 3**

The steps above should be done over a period of time to avoid an information dump leaving new workers feeling overwhelmed.

### 🕒 **Added benefit**

Assigning workplace and job orientation tasks to different employees gives newcomers a chance to begin developing their network and gain a better understanding of how the organization functions. Likewise, spreading the learning over a longer period and repeating information helps new workers better retain information.

## ***Element 2: Job Orientation.***



Introduce new workers to their new role and new group of colleagues so that they gain a general understanding of the functioning of the unit they work in and the specific responsibilities in their role.

1. **Review the company strategic business plan.** Review the long-term and short-term plan and explain how this will impact your department, individual team members and how the newcomer will contribute to helping the organization achieve its goals.
2. **Introduce evaluation criteria.** Review with employees' performance evaluation criteria or establish individualized performance evaluation criteria, which should reflect organizational objectives, values and behaviours. Consider sharing a sample evaluation and inform of the frequency of evaluation.

3. **Schedule meetings with key employees.** Have new workers meet with key employees within and across departments to learn about different organizational roles and responsibilities.
4. **Assign a buddy, coach or mentor.** Introduce the newcomer to their buddy/coach/mentor and explain that person's role.
5. **Allow time for job shadowing.** Before assigning a task to a new worker give them time to follow a colleague or their buddy to understand the processes and routine.
6. **Begin with a low-stakes task.** Assign an easier task, that is required internally or that if an error is made will not impact company or department performance and can easily be corrected. If possible pick up where you left off with the interview assignment.
7. **Customize training to new workers' abilities.** Some new workers learn quicker than others, adjust accordingly so they are not bored or overwhelmed.

#### ★ **Special Tip**

Space out the delivery of information and meetings with key employees over the first two weeks or even a month.

#### 🎧 **Added benefit**

By spacing out activities and introductions newcomers have more time to absorb the information and with lower stakes tasks they are free to make mistakes, learn and build confidence.

#### ❖ **Additional Resources**

Job orientation best practices in 2023, Forbes

Korte, R., & Lin, S. (2013). Getting on board: Organizational socialization and the contribution of social capital. *Human Relations*, 66(3), 407-428. doi:10.1177/0018726712461927

### **What are the most influential elements you should tackle?**



- ✓ **Assign a buddy to help the new worker learn about their new job and organization.**
- ✓ **Encourage proactive behaviours.**
- ✓ **Ensure the new worker fully understands the evaluation criteria.**

**REMEMBER: It can take up to a year for a new worker to be fully proficient in their position.**

 **Step 4 Checklist**

<b>Workplace orientation</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide access to a translator if necessary.</li> <li><input type="checkbox"/> Re-introduce the organization.</li> <li><input type="checkbox"/> Review the employee manual, again.</li> <li><input type="checkbox"/> Provide safety and security training.</li> <li><input type="checkbox"/> Give a tour and meet and greet.</li> <li><input type="checkbox"/> Supply materials access codes and passes.</li> <li><input type="checkbox"/> Encourage proactive behaviours.</li> <li><input type="checkbox"/> Lunch with the team.</li> <li><input type="checkbox"/> Verify if they connected with social service providers.</li> <li><input type="checkbox"/> Submit CNESST documents.</li> </ul>
<b>Job orientation</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review the company strategic business plan.</li> <li><input type="checkbox"/> Introduce evaluation criteria.</li> <li><input type="checkbox"/> Schedule meetings with key employees.</li> <li><input type="checkbox"/> Assign a buddy/coach/mentor.</li> <li><input type="checkbox"/> Allow time for job shadowing.</li> <li><input type="checkbox"/> Begin with a low-stakes task.</li> <li><input type="checkbox"/> Customize training to new workers' abilities.</li> </ul>



## Step 5: Provide Managerial and Support

If you want to focus on doing one thing and doing it right providing managerial support is it! This section describes and breaks down three elements of how managers and supervisors may support newcomers and encourage support from colleagues. This can be done by i) equipping managers and supervisors with orientation tools, ii) promoting managerial communication and iii) managers supporting the workflow.



### Element 1: Equip Managers and Supervisors with orientation tools.



Managers and supervisors play a key role in integrating newcomers but also need support in understanding how to do that.

- 1. Provide supervisors with an orientation checklist.** Ensure supervisors have a checklist of what needs to be covered as part of job orientation and when so they may keep track.
- 2. Provide supervisors with a first task checklist.** Ensure managers have a checklist of criteria and materials for the first task that should be assigned to a new worker.
- 3. Inform managers and supervisors of special needs new workers may have.** Keep managers and supervisors informed of strengths and areas for improvement previously identified in workers during the recruitment process and in the pre-boarding phase.

4. **Inform managers and supervisors of organizational changes.** Keep managers and supervisors informed of any and all changes and instructions about what, when and how to inform their teams of changes.
5. **Offer ongoing training.** Take time out to schedule training and support for managers and supervisors on how to promote communication and support the workflow.

### ❖ **Additional resources**

Employee orientation checklist sample, Government of Canada

Tahrenou, P. & Kulik, C.T. (2020). Skilled migrants employed in developed, mature economies: From newcomers to organizational insiders. *Journal of Management*, 46(6), 1156-1181. doi: 10.1177/0149206320921229

### ***Element 2: Promote Managerial Communication.***



Managers and supervisors set the tone when it comes to communication and needs to take the lead so as to promote it within their work group.

1. **Hold weekly or daily SCRUM meetings.** These are short meetings held at the outset of the day with teams, particularly those working on a tight deadline. Each member takes two minutes to describe what their objectives of the day/week are, identify challenges and offer an opportunity to brainstorm solutions.
2. **Share good news and celebrations.** During the Monday morning SCRUM meeting ask each team member to begin by sharing a piece of good news and celebrations, these may be professional or personal events.
3. **Get to know your people.** Small talk helps you to get to know your team on a personal level. Asking how their family is doing or how a special personal project is coming along humanizes you, creates a connection and gives you insight into their behaviour at work.

4. **Positive framing.** Words matter they can sting and employees generally want to succeed so when faced with a problem, present the challenge as a learning opportunity, highlight what workers are already able to do or master, highlight how they have improved and brainstorm solutions to work through obstacles.
5. **Structure your meetings.** Begin meetings explaining the objectives/ reason for the meeting and the main points to be covered. End your meeting with the actions to be taken, the specific individuals involved and the timeline. Before ending **ask** your team to recap the meeting and actions.
6. **Listen actively to your team.** Be an active listener by being mindful of your body language, paying attention to the speaker's body language, looking at the person, nodding, smiling, saying “uh-huh” to show you are listening, repeating in your own words what someone just told you, allow the person to finish without planning a response and once they finish taking time before responding.
7. **Encourage participation in social activities and working committees.** Extend the invitation to participate in a social activity to individual team members and/or highlight how their knowledge or skills may be helpful to a specific working committee.

#### **Added benefit**

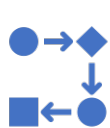
Communication within and across teams helps employees understand how their work has a direct impact on others, on organizational goals, it creates a sense of community and improves job satisfaction.

#### **Additional Resources**

Five steps to great workplace communication, Forbes

Goh, Y.S. & Lopez, V. (2016). Job satisfaction, work environment and intention to leave among migrant nurses working in a publicly funded tertiary hospital. *Journal of Nursing Management*, 24, 893-901. doi: 10.1111/jonm.12395

### **Element 3: Managers and Supervisors' Should Support the Workflow.**



Managers and supervisors play an important role in helping newcomers gain proficiency in their roles and building confidence and relationships with colleagues.

1. **Promote Team-Work.** For employees to feel integrated they need to feel they belong to a team that is working towards a common objective. Grouping people to problem-solve together whenever possible promotes this sense of community.
2. **Chunk the Work.** Break down a task into smaller parts so employees better understand how to get a job done that aligns with workplace standards.
3. **Stop and make frequent comprehension checks.** When assigning a task to a worker instead of asking if they understood ask them to summarize/re-explain to you what they have to do.
4. **Ask workers how they would resolve the problem.** Instead of giving the answer have workers come up with solutions. This helps build confidence, encourages proactivity and promotes innovation.
5. **Re-direct the worker to the right person who can help them.** When employees have a question re-direct them to the right person to answer them. This helps to build a stronger support network and workers are less dependent on their supervisor.
6. **Provide positive feedback.** A simple thank you or a job well done can go a long way to help employees feel appreciated and boost motivation.

7. **Provide challenging work.** Whenever possible give tasks and responsibilities that appeal to workers and/or adjust the level of challenge to ensure workers are not bored.
  
8. **Recognize employee success.** During team meetings or on social media, congratulate/recognize employee wins or ideas that contribute to achieving an organizational goal.

### **Added benefit**

Getting employees involved in resolving workflow issues promotes proactivity and innovation as diverse ideas and perspectives are valued and considered.

### ***What are the most influential elements you should tackle?***



- ✓ **Promote communication and teamwork so workers feel they are part of the team.**
  
- ✓ **Support the workflow so that new workers feel secure in the learning process.**
  
- ✓ **Chunk and customize learning so new workers have time to absorb the information and learn.**

**REMEMBER: This is an ongoing process, do what you can and address the remaining points in the future.**

### **Step 5 Checklist**

<p><b>Equip managers and supervisors</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide them with an orientation check-list.</li> <li><input type="checkbox"/> Provide them with a first task check-list.</li> <li><input type="checkbox"/> Keep managers and supervisors informed of organizational changes.</li> <li><input type="checkbox"/> Inform managers and supervisors of special needs workers may have.</li> <li><input type="checkbox"/> Offer ongoing training and support.</li> </ul>
<p><b>Promote managerial communication</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hold weekly or daily SCRUM meetings.</li> <li><input type="checkbox"/> Share good news and celebrations.</li> <li><input type="checkbox"/> Get to know your people.</li> <li><input type="checkbox"/> Use positive framing.</li> <li><input type="checkbox"/> Structure your meetings.</li> <li><input type="checkbox"/> Listen actively to your team.</li> <li><input type="checkbox"/> Encourage participation in social activities and working committees.</li> </ul>
<p><b>Support the workflow</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote team-work.</li> <li><input type="checkbox"/> Chunk the work.</li> <li><input type="checkbox"/> Stop and make frequent comprehension checks.</li> <li><input type="checkbox"/> Ask how they would resolve the problem.</li> <li><input type="checkbox"/> Re-direct the worker to colleagues who have the answer to their question.</li> <li><input type="checkbox"/> Provide positive feedback.</li> <li><input type="checkbox"/> Provide challenging work.</li> <li><input type="checkbox"/> Recognize employee success.</li> </ul>

## Step 6: Follow up and Invest to Retain Workers

Recruiting and integrating workers requires time and effort so make sure you take the time needed to ensure you retain them long-term and avoid the high cost of turnover. Two ways to do this is by checking-in on them regularly and investing in training and career planning.



### Element 1: Schedule Regular check-ins.



Things get busy and fast so schedule a time to give and receive feedback.

- 1. Check-in frequently.** Schedule brief 15-minute meetings on day 1, 5, 30, 45, 60, 90, 120, 180, 270, 365. It is better to schedule a meeting and cancel if all is well than to have a problem fester for extended periods of time.
- 2. Hold a formal annual performance review.** Schedule a performance review with Human Resources annually.
- 3. Decide on the level of formality.** Due to the frequency of meetings decide which will be formal performance evaluations held with Human Resources personnel and the others may be less formal conversations with supervisors.
- 4. Change the context.** For less formal meetings consider taking the employee out of the workplace for a lunch, beers or go for a walk.

5. **Prepare for the meeting.** Identify questions, points and evaluation criteria to discuss with employees and inform them of what the meeting will look like.
6. **Keep employees informed of check-ins.** Ensure to inform employees of the scheduled meetings and what to expect.
7. **Start with employee perceptions of progress.** Instead of telling employees how they are doing ask them to tell you what they think is going well and what areas they require additional support. During the annual review ask the employee to reflect on individual, team and company achievements and objectives for the upcoming year.
8. **Remind workers of achievements and progress.** There is always plenty of work to do and things that are not working well so we tend to forget the good things. Ask workers to take a moment and identify what has worked well, progress that has been made and achievements they are proud of.

### **Additional Resources**

Onboarding new employees: Maximizing success, SHRM Foundation.

Raghuram, A., Luksyte, A., Avery, D.R. & Macoukji, F. (2012). Does your supervisor stress you out? How support influences sex differences in stress among immigrants. *Journal of Career Development*, 39(1), 99-117. doi: 10.1177/0894845310377499

### ***Element 2: Support family immigration paperwork and application for permanent residence.***



Once temporary foreign workers have arrived help them navigate the layers of bureaucracy surrounding obtaining equivalences for education credentials, bringin their families and re-newing visas and work permits.

1. **Access to obtaining equivalences for education credentials.** Provide information and support about the process of acquiring recognition or equivalences for their education credentials.



2. **Prepare to re-new work permits 6 months prior to expiry.** Remember that the re-newal of work permits and visas must begin a minimum of six months prior to expiry.
3. **Help filling immigration paperwork for family members.** Sometimes temporary foreign workers arrive alone and their family will come at a later date. Provide support and information about the legal process and with the paperwork.
4. **Subsidize or loan money for bringing families.** Subsidize or loan the money needed for their family's immigration paperwork and have them refund the company over a period of time.
5. **Provide information and support for permanent residence.** Inform temporary foreign workers of the requirements and process of applying for permanent residence. If need be provide support in the application process.

### ***Element 3: Invest in training, career development and the organization.***



Employees in middle-level positions who master their responsibilities quickly will require a challenge to keep them motivated so investing in training and career development will help with retention.

1. **Formal career planning.** Use scheduled check-in meetings to identify what skills employees are interested in developing that align with company needs and develop a timeline to carry out the plan.
2. **Informal career planning.** Managers and supervisors are key to knowing employees' interests, strengths, areas of need and what motivates them. Observations and informal conversations help assess what motivates employees and should be reported to Human Resources.

3. **Keep in mind overqualification.** Some immigrant employees may be overqualified for their current position so provide a career plan that will allow them to work towards obtaining equivalences and opportunities to work in the field of expertise, if possible.
4. **Offer formal training opportunities.** Take time out of the busy work schedule to provide structured training sessions that may be provided by Human Resources or supervisors to inform workers about organizational policies, safety and security procedures and/or organizational goals.
5. **Offer on-the-job-training.** If the role is repetitive or easy to master, consider training employees to work with different machines/tasks and rotating them to keep them engaged.
6. **Offer academic training.** Offer employees the opportunity to gain academic certifications in areas that align with the role and eventual roles they may hold in the organization.
7. **Subsidize private language classes.** Are immigrant workers too advanced for government-funded courses but desire additional language training? Subsidize private conversation courses for immigrant workers. Consider building a network with active and retired teachers who may be looking to make some additional money or keep busy.
8. **Support inclusive workspaces.** Provide formal training on equity, diversity and inclusion policies to managers and workers alike. Promote diverse groups of workers to that the management/leadership team reflects the diversity of the workforce.
9. **Have a profit-sharing or re-investment plan.** Communicate to staff how higher-than-expected profits will be shared or re-injected into the organization, whether there will be bonuses, investments to up-skill workers or investments into new equipment.

10. **Consider other needs.** Money and training may not be the only thing that employees are looking for. Some may be looking for opportunities to work on a special project or additional recognition from management.

 **Special Tip**

Support a return to school by giving time off to attend classes, offering additional vacation days for time spent studying outside of work hours and/or paying for courses successfully completed. For those concerned about retention consider signing a contract with a clause that tuition fees must be reimbursed if the employee leaves the company within six months to a year of completing their degree.

 **Added benefit**

Staff who receive training or feel there are opportunities for lateral movement or advancement are more likely to stay as they work towards a specific goal with the support they require.

### **What are the most influential elements you should tackle?**



- ✓ **Schedule regular check-ins to see how the new employee is doing and if they have any additional support needs in or outside of the workplace.**
- ✓ **Formal and informal career planning will help motivate workers as they work towards personal and professional goals.**
- ✓ **Consider other needs employees may have such as additional recognition and praise, attending meetings with important clients or working on a special project.**

**REMEMBER: Every worker has different learning needs and understanding what makes them tick will be key to retention.**

 **Step 6 Checklist**

<p><b>Schedule regular check-ins</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Check-in frequently.</li> <li><input type="checkbox"/> Hold a formal annual performance review.</li> <li><input type="checkbox"/> Decide on the level of formality.</li> <li><input type="checkbox"/> Change the context.</li> <li><input type="checkbox"/> Prepare for the meeting.</li> <li><input type="checkbox"/> Keep employees informed of check-ins.</li> <li><input type="checkbox"/> Start with employee perception of progress.</li> <li><input type="checkbox"/> Remind workers of achievements and progress.</li> </ul>
<p><b>Support immigration paperwork</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Help acquire equivalences for education credentials.</li> <li><input type="checkbox"/> Prepare to re-new work permits 6 months prior to expiry</li> <li><input type="checkbox"/> Help filling immigration paperwork for family members.</li> <li><input type="checkbox"/> Subsidize or loan money for bringing families.</li> </ul>
<p><b>Invest in training and career development</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Formal career planning.</li> <li><input type="checkbox"/> Informal career planning.</li> <li><input type="checkbox"/> Keep in mind overqualification.</li> <li><input type="checkbox"/> Offer formal training opportunities.</li> <li><input type="checkbox"/> Offer on-the-job training.</li> <li><input type="checkbox"/> Offer academic training.</li> <li><input type="checkbox"/> Subsidize private language classes.</li> <li><input type="checkbox"/> Support inclusive workspaces.</li> <li><input type="checkbox"/> Have a profit-sharing or re-invest plan.</li> <li><input type="checkbox"/> Consider other needs.</li> </ul>

## Step 7: Assess, Tweak and Repeat

The development of your onboarding program should be seen as an ongoing process that requires continual adjustments. This section explains how to assess onboarding and use the same marketing and technology tools we do for clients and apply them to our workforce.



### Element 1: Assess the onboarding experience



- 1. Develop a short questionnaire.** The questionnaire should be short, three to five questions, with closed and open-ended options. Consider using a scale from 1 to 4 to quantify satisfaction.
- 2. Ask new employees about their experiences.** Gauge new employees' satisfaction with the onboarding experiences to continue refining the process.
- 3. Ask new employees formally and informally for feedback.** Use a formal questionnaire after the 3-to-6-month mark but also have managers and supervisors informally during the check-in meetings.
- 4. Verify existing workers' experiences.** Assess the experience of those who provide support experienced onboarding and how they can be further supported.
- 5. Compare onboarding experiences of immigrant and non-immigrant workers.** Compare responses given by new workers who are immigrants

and non-immigrants to see if your program is balanced to meet everyone's needs.

- 6. Assess perceptions of opportunities for advancement within the organization.** Ask immigrant workers if they feel the organization offers them opportunities for advancement.
- 7. Assess immigrants' progression.** Track and compare the progression of immigrant and non-immigrant workers over five years to ensure your promotional practices are aligned with equity and diversity policies and to validate if you are providing the appropriate support to immigrant workers.

### **Element 2: Consider marketing tools and automation.**



Take onboarding strategies and materials to the next level, boost the employee experience and automate redundant tasks.

- 1. Create visually appealing onboarding materials.** Spice up onboarding support materials using online graphic design platforms, such as managerial checklists, new employee checklists, and employee manuals.
- 2. Partner with the Marketing department.** Human Resources know what support their people need and marketing knows how to sell an idea or a product. Having them work together has the added benefit of cross-departmental interactions.
- 3. Automate the process to reduce your workload.** Online questionnaires and poll software or your company customer relationship management tool can collect, store and tabulate results for you over time.

#### **★ Special Tip**

Ask what worked well, challenges they faced and what were irritants or sources of frustrations they experienced.

 **Added benefit**

Assessing the onboarding process may give you an idea of areas that require the most attention or what to tackle next.

***What are the most influential elements you should tackle?***



- ✓ **Ask new employees about their experiences to see what areas require improvement.**
- ✓ **Verify existing workers' experiences to ensure they are equally satisfied.**

**REMEMBER:** Assessing the onboarding experience helps identify areas to tackle next and initially may be done through informal conversations with different stakeholders.



 **Step 7 Checklist**

<p><b>Assess the onboarding experiences</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Develop a short questionnaire.</b></li> <li><input type="checkbox"/> <b>Ask new employee’s about their experiences.</b></li> <li><input type="checkbox"/> <b>Ask new employees formally and informally for feedback.</b></li> <li><input type="checkbox"/> <b>Verify existing workers’ experiences.</b></li> <li><input type="checkbox"/> <b>Compare onboarding experiences of immigrant and non-immigrant workers</b></li> <li><input type="checkbox"/> <b>Assess perceptions of opportunities for advancement within the organization.</b></li> <li><input type="checkbox"/> <b>Assess immigrant workers progression.</b></li> </ul>
<p><b>Consider marketing tools and automation</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Create visually appealing onboarding materials.</b></li> <li><input type="checkbox"/> <b>Partner with the Marketing department.</b></li> <li><input type="checkbox"/> <b>Automate the process to reduce your workload.</b></li> </ul>