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# Let's Get to Work: New Tools Needed in the Employer Recruitment Toolbox for Newcomers (North Bay)

What Makes a Welcoming Community? (Series)

By: Mercedes Labelle

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NPI would like to acknowledge the First Peoples on whose traditional territories we live and work. NPI is grateful for the opportunity to have our offices located on these lands and thank all the generations of people who have taken care of this land.

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- Thunder Bay on Robinson-Superior Treaty territory and the land is the traditional territory of the Anishnaabeg and Fort William First Nation.
- Sudbury is on the Robinson-Huron Treaty territory and the land is the traditional territory of the Atikameksheng Anishnaabeg as well as Wahnapiatae First Nation.
- Kirkland Lake is on the Robinson-Huron Treaty territory and the land is the traditional territory of Cree, Ojibway, and Algonquin Peoples, as well as Beaverhouse First Nation.
- Each community is home to many diverse First Nations, Inuit, and Métis Peoples.

We recognize and appreciate the historic connection that Indigenous peoples have to these territories. We support their efforts to sustain and grow their nations. We also recognize the contributions that they have made in shaping and strengthening local communities, the province, and Canada.

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## About the Author

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Mercedes Labelle was born in Bilbao, Spain, and lived in the United States before moving to North Bay, Ontario. Mercedes attended McGill University, earning her B.A. in Political Science and Urban Systems, graduating in 2020. Through her role at NPI, Mercedes has worked on various projects related to population growth, demographics, and migration. In her free time, Mercedes enjoys running, hiking, and listening to podcasts.

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NPI is pleased to have the support of FedNor for this important work to assess the impact of the Rural and Northern Immigration Pilot in Northern Ontario.



Several data sources were utilized in this report such as the Community Data Program. NPI is the data consortium lead for Northern Ontario under the name "Northern Ontario Data Consortium".



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# Executive Summary

In February 2022, a survey was distributed to employers across Northern Ontario to assess employers' attitudes towards hiring newcomers and diverse groups, the challenges they face while doing so, and the support they need during the process. Additional questions were asked pertaining to welcoming employer characteristics. In total, 353 employers throughout the regions of Northern Ontario responded to this survey. This report presents the findings for the 40 survey respondents located in North Bay. Additionally, reports are also available for Greater Sudbury, Sault. Ste. Marie, Thunder Bay, and Timmins.

This paper found that, in general, employers in North Bay have positive attitudes towards hiring newcomers and diverse groups and contribute positively to overall perceptions of welcoming in a community. In fact, 87 per cent of employers indicated they used at least one immigration stream to recruit foreign workers, while 48 per cent indicated that newcomers had become an increasingly important source of new hires, or will in the near the future.

When it comes to hiring-related challenges, employers are struggling to fill soft skills gaps, particularly customer service skills. Another challenge for employers in North Bay is the process of finding and recruiting employees, with 48 per cent of respondents indicating the primary barrier they face is difficulty engaging qualified candidates. In terms of support needed for recruiting and training of immigrant employees, employers indicated most urgently needing support screening resumes and providing better matching between job candidates and the job requirements.

In consideration with the above findings, the following four recommendations are made to support employers in North Bay:

1. Understand the needs of employers beyond specific occupational shortages (i.e., soft skills gaps).
2. Monitor the needs of employers, in terms of labour force gaps and information and supports needed during and after the hiring process.
3. Make full use of human capital to mitigate labour and skills shortages in North Bay.
4. Work to promote and foster welcoming workplaces.

It is further recommended that efforts should continue to be made across Ontario's northern regions to share, promote, and complete these surveys.



# Introduction

In February 2022, Northern Policy Institute, in partnership with organizations across Northern Ontario, launched an initiative, to collect consistent, comparable data for our regions, via surveys. The surveys focused on the themes of attraction, retention, reconciliation, anti-racism, and welcoming – specifically, individual experiences and organizations' capacity to contribute to welcoming communities.

In total, 353 unique organizations filled out the employer survey. Of these, 315 are in at least one of the five largest cities in Northern Ontario: Greater Sudbury, North Bay, Timmins, Sault Ste. Marie, and Thunder Bay. Some organizations have operations in more than one location.

The purpose of the survey was to assess employers' attitudes toward hiring newcomers and diverse groups, the challenges they face while doing so, and the support they need during the process. Additional questions were asked pertaining to knowledge of immigration programs and streams, interorganizational skill shortages, and the impacts of COVID-19 on operations.

Employers play a critical role in the attraction, retention, and welcoming of newcomers. Ensuring meaningful employment, not only for newcomers, but for the entire population, helps to fill shortages in the labour market and to use the benefits of immigration.

# Methodology

The cities selected for analysis all participate in the Rural and Northern Immigration Pilot (RNIP) program, a community-led economic immigration stream to permanent residence. Specifically, this analysis focuses on employers in the City of North Bay with at least one employee.

Distribution of the survey was a collaborative effort of Northern Policy Institute and partner organizations across Northern Ontario. Some of these partner organizations administer the Rural and Northern Immigration Pilot (RNIP) in their communities and sent the employer survey to employers who have either used, or inquired about, the Pilot. Additionally, many survey distributing organizations

provide services themselves, or provide information about services available. As such, when looking at distribution from partner organizations to their network, the sample of employers might overrepresent those that are familiar with services and/or the RNIP.

The survey distribution took the form of targeted social media ads, direct distribution through emails, social media posts, newsletters, and information sessions. In addition, respondents were entered into a draw to win one of two \$100 prepaid Visa gift cards.

All surveys and promotional materials were available in both French and English.

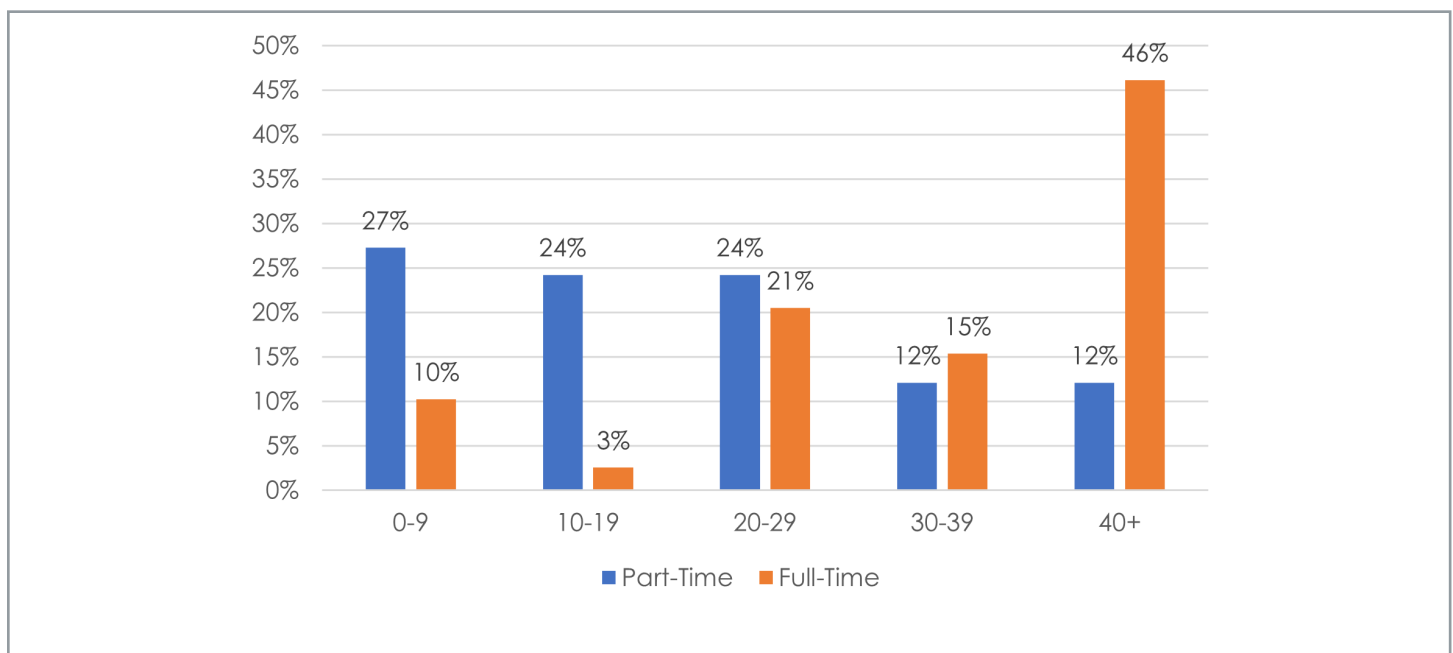


## General Demographics

According to June 2022 Canadian Business Count data, North Bay recorded 2,178 businesses with at least one employee. Of these businesses, 47 per cent had fewer than five employees and 23 per cent had between five and nine employees. Most commonly, the businesses in North Bay are in the following industries: retail trade (16 per cent), construction (14 per cent), and health care and social assistance (12 per cent).

Forty employers in North Bay responded to the survey. Most commonly, these organizations had over 40 full-time employees and under 20 part-time employees (Figure 1).

**Figure 1: Employees of Survey Respondents, Full- and Part-Time, North Bay, 2022**



Note: (n = 39)

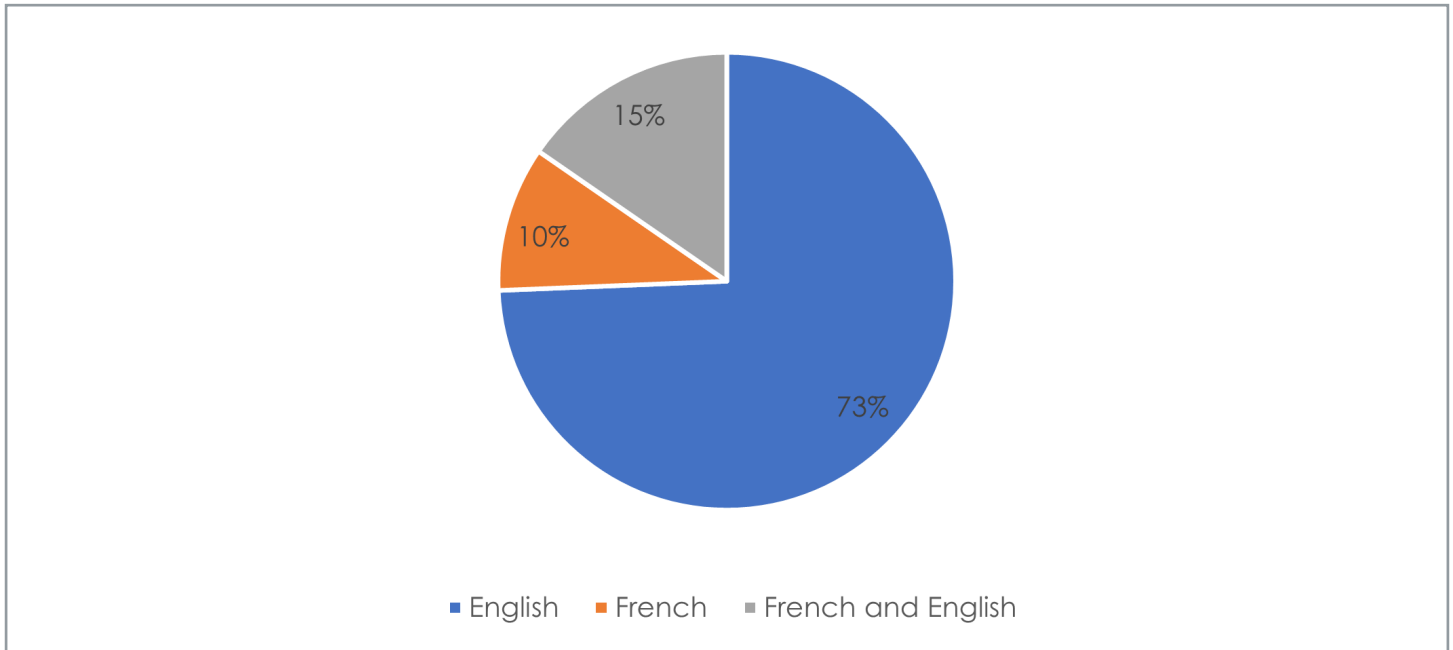
## Language

In the respondent organizations in North Bay, the primary language used in the workplace is English, with 88 per cent of organizations indicating its use, while 25 per cent indicated using French in the workplace (Figure 2). Included in these totals are the 15 per cent of organizations that indicated using both French

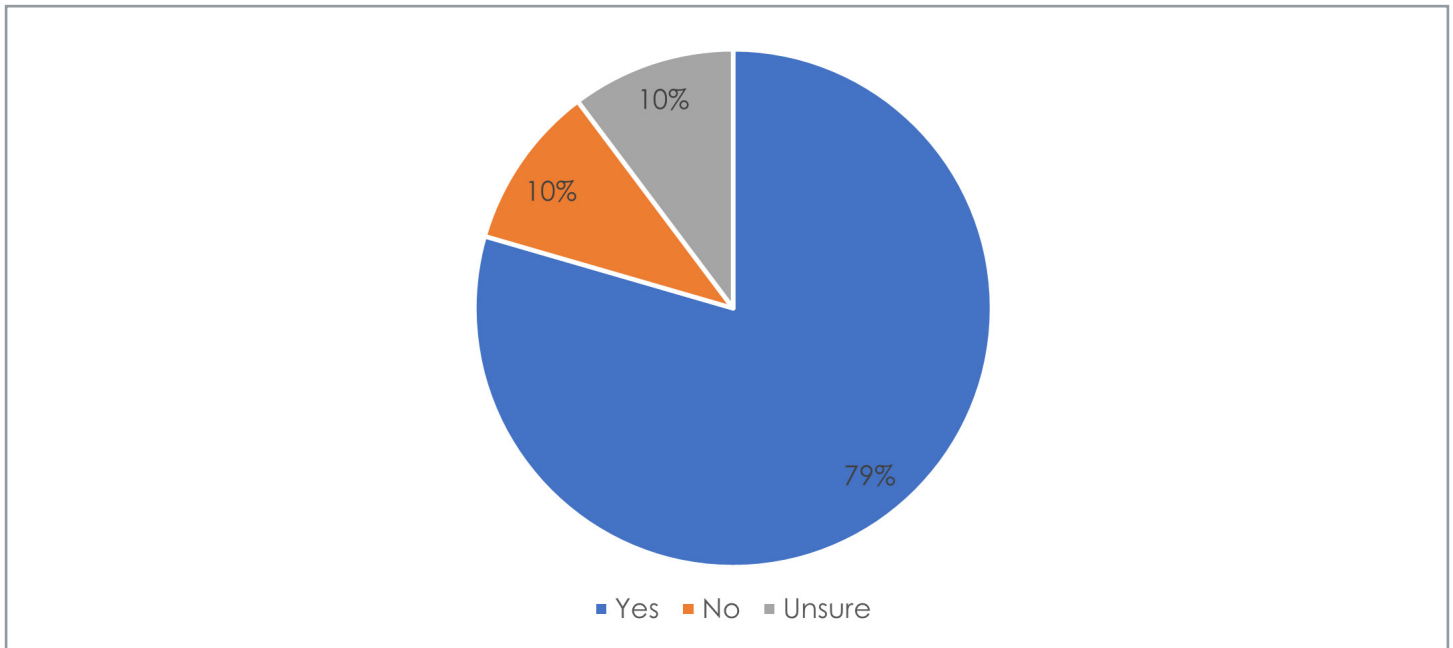
and English. In addition, 79 per cent of respondent organizations in North Bay indicated that French-language skills are a benefit to their organization (Figure 3). As for RNIP employer respondents in North Bay, the primary language used is also English.<sup>1</sup>

<sup>1</sup> Either English used as the main primary language, or English and French both used in the workplace.



**Figure 2: Primary Language Used in the Workplace, Survey Respondents, North Bay, 2022**

Note: (n = 39)

**Figure 3: French-Language Skills as Benefit to the Organization, Survey Respondents, North Bay, 2022**

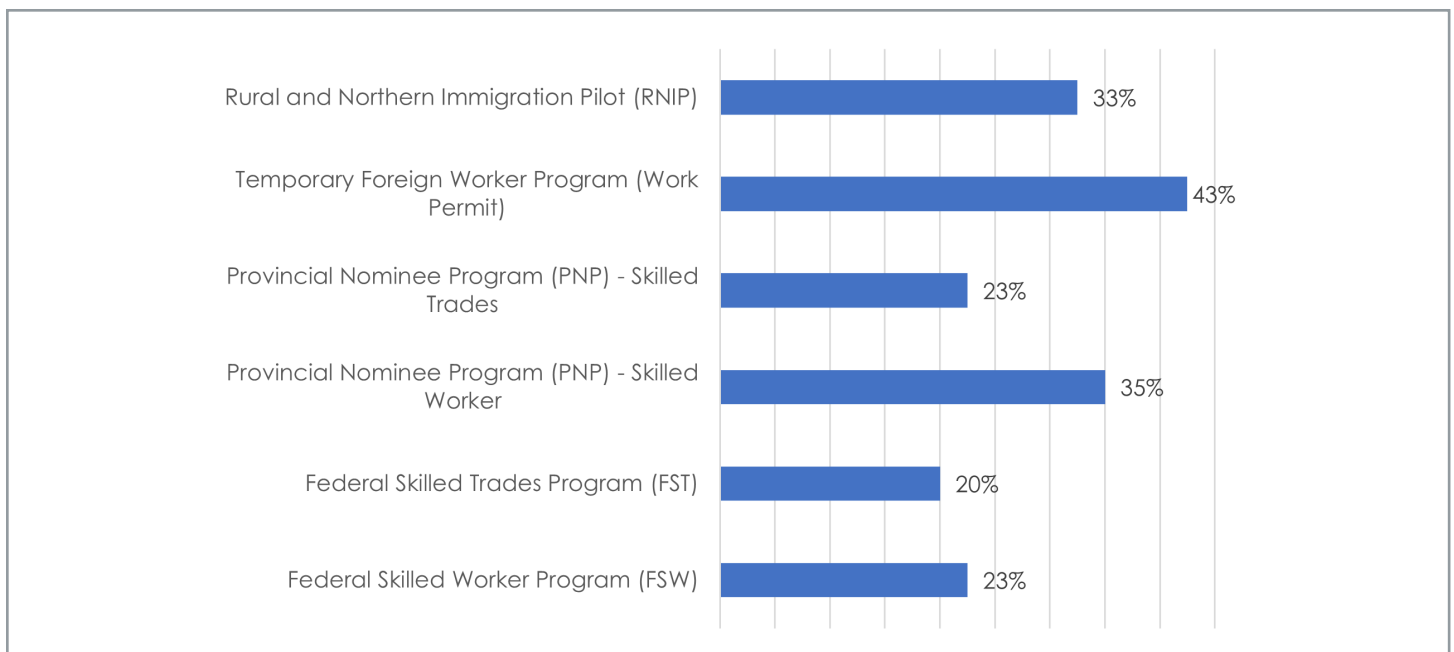
Note: (n = 39)

# Service and Program Usage and Satisfaction

In the coming years, labour shortages will emerge in North Bay – many employers are already experiencing them. Using immigration pathways to hire skilled workers is a way to mitigate these labour shortages, alongside ensuring the domestic population is participating fully in the labour market. Of employers in North Bay that responded to this survey, 87 per cent had used at least one immigration stream to recruit foreign workers. As

Figure 4 shows, most commonly used is the Temporary Foreign Worker Program<sup>2</sup> (43 per cent) and the Provincial Nominee Skilled Worker stream<sup>3</sup> (35 per cent). Thirty-three per cent of respondents indicated using the Rural and Northern Immigration Pilot<sup>4</sup> – a community-led economic immigration pilot meant to fill specific labour shortages identified by communities. Thirteen per cent of respondents had not used any immigration streams.

**Figure 4: Use of Immigration Streams by Survey Respondents to Recruit Foreign Workers, North Bay, 2022**



Note: (n = 40)

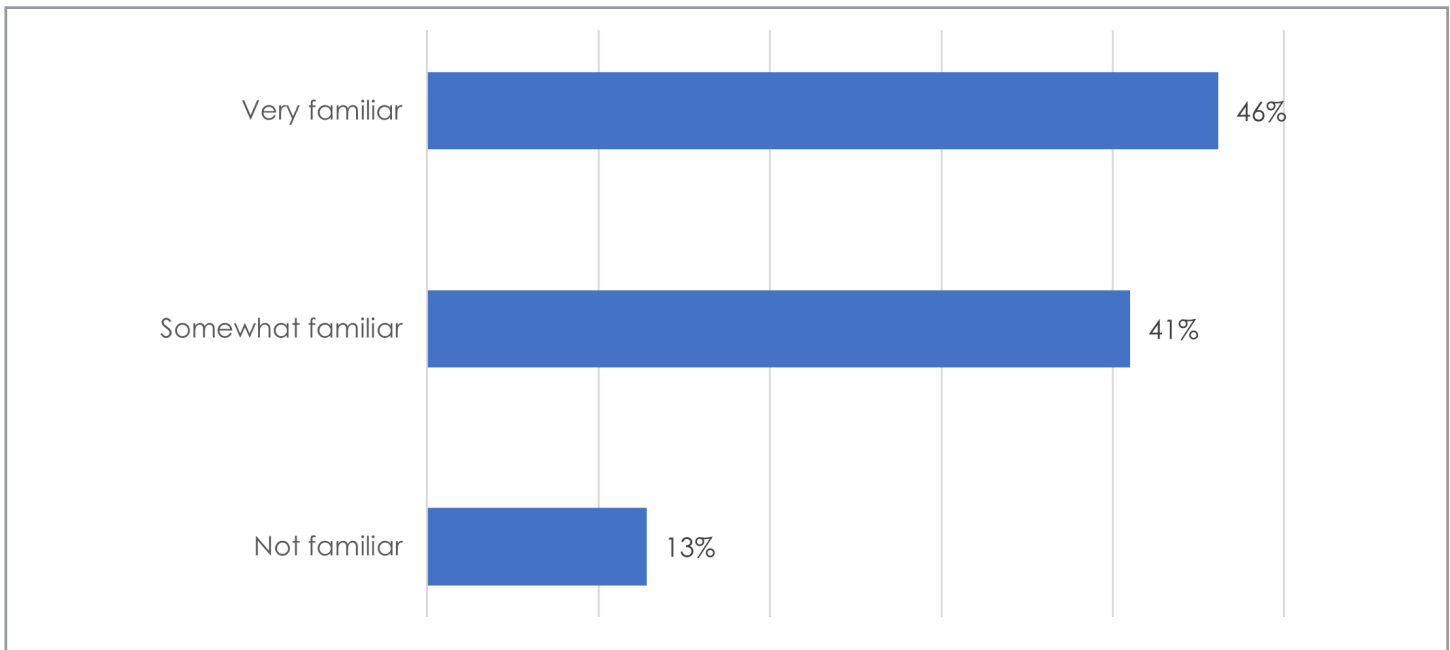
The majority of respondents (87 per cent) indicated being familiar with the RNIP program (Figure 5), with 89 per cent indicating they were interested in participating in the

program. A further 18 per cent of respondents indicated they were interested in the RNIP but gave no specific reasons for being unable to participate.

<sup>1</sup> For more information about the Temporary Foreign Worker Program, see <https://www.canada.ca/en/employment-social-development/services/foreign-workers.html>

<sup>2</sup> For more information about the Ontario Provincial Nominee Program, see <https://www.ontario.ca/page/ontario-immigrant-nominee-program-oinp>

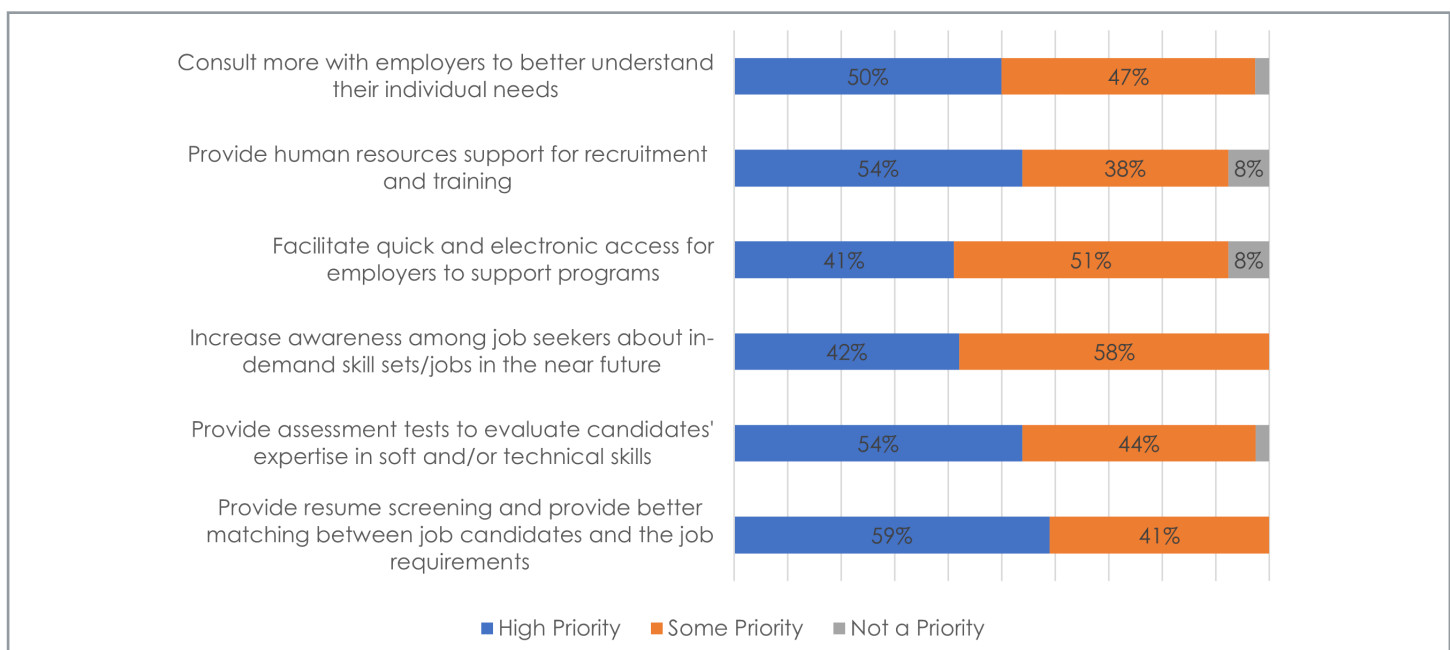
<sup>3</sup> For more information about the Rural and Northern Immigration Pilot, see <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot.html>

**Figure 5: Familiarity with the Rural and Northern Immigration Pilot, Survey Respondents, North Bay, 2022**

Note: (n = 39)

Navigating the immigration process as an employer, with multiple streams, applicants, and requirements, can be difficult. Fortunately, there are organizations that can provide some supports for employers throughout this process. When asked, respondent employers in North Bay indicated the highest priority was support via screening resumes and providing better matching between job

candidates and the job requirements (59 per cent). Another high priority item was providing assessment tests to evaluate candidates' expertise in soft and/or technical skills (54 per cent). A lower priority support item noted was facilitating quick and electronic access for employers to support programs (Figure 6).

**Figure 6: Support Needed for Immigrant Recruitment and Training, Survey Respondents, North Bay, 2022**

Note: (n = 39)



Employers that responded to this survey most commonly indicated that the help they needed but did not receive was in conducting a language assessment (25 per cent), a skills assessment (20 per cent), and evaluating foreign credentials (20 per cent).

Compared to all respondents (Figure 7) respondent employers that used the RNIP most commonly indicated that the help they needed but did not receive was evaluating an applicant's foreign credentials and conducting a language and/or skills assessment. Provision of these services, however, is usually not mandated or offered by community organizations. In fact, educational credential assessments must be conducted

by an organization or professional body designated by Immigration, Refugees and Citizenship Canada (Canada 2020). Additionally, the majority of RNIP employers indicated they either did not seek help or, when sought, help was available.

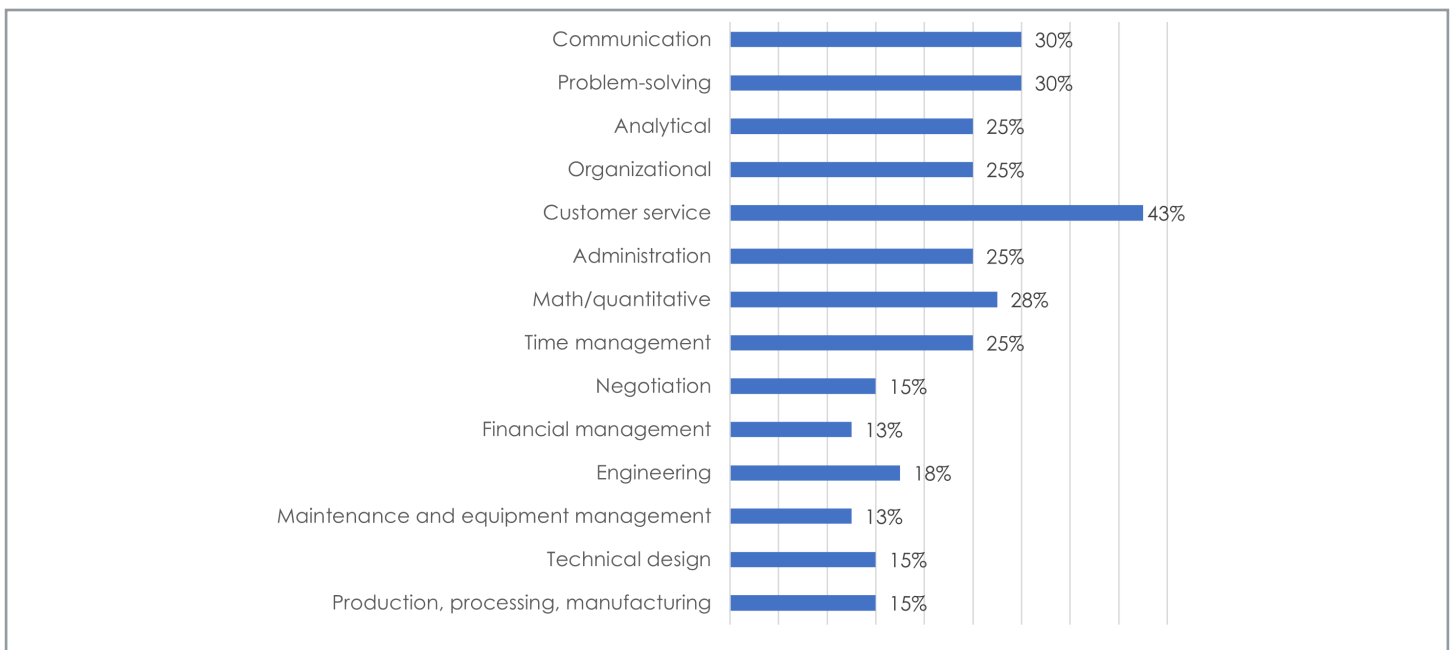
Lack of accreditation of foreign credentials, education, and training is one of the largest obstacles preventing immigrants from meaningful participation in the labour market (Esses et al. 2010, 19). Thus, if the employer had the ability to recognize foreign credentials, everyone – the individual, the employer, and the community – would benefit.

## Skills Gaps and Hiring

As mentioned, an aging population, low birth rates, and out-migration are contributing to labour market shortages, and will continue to do so. With these trends, employers face hiring-related challenges now more than ever. Along with occupation-specific skills, employers also need to take soft skills into account, which respondents commonly indicated were difficult to find. As Figure 8

shows, the skills gaps respondent employers in North Bay were most looking to fill included customer service (43 per cent), communications (30 per cent), and problem-solving (30 per cent). The respondents' least-sought-after skills were financial management (13 per cent) and maintenance and equipment management (13 per cent).

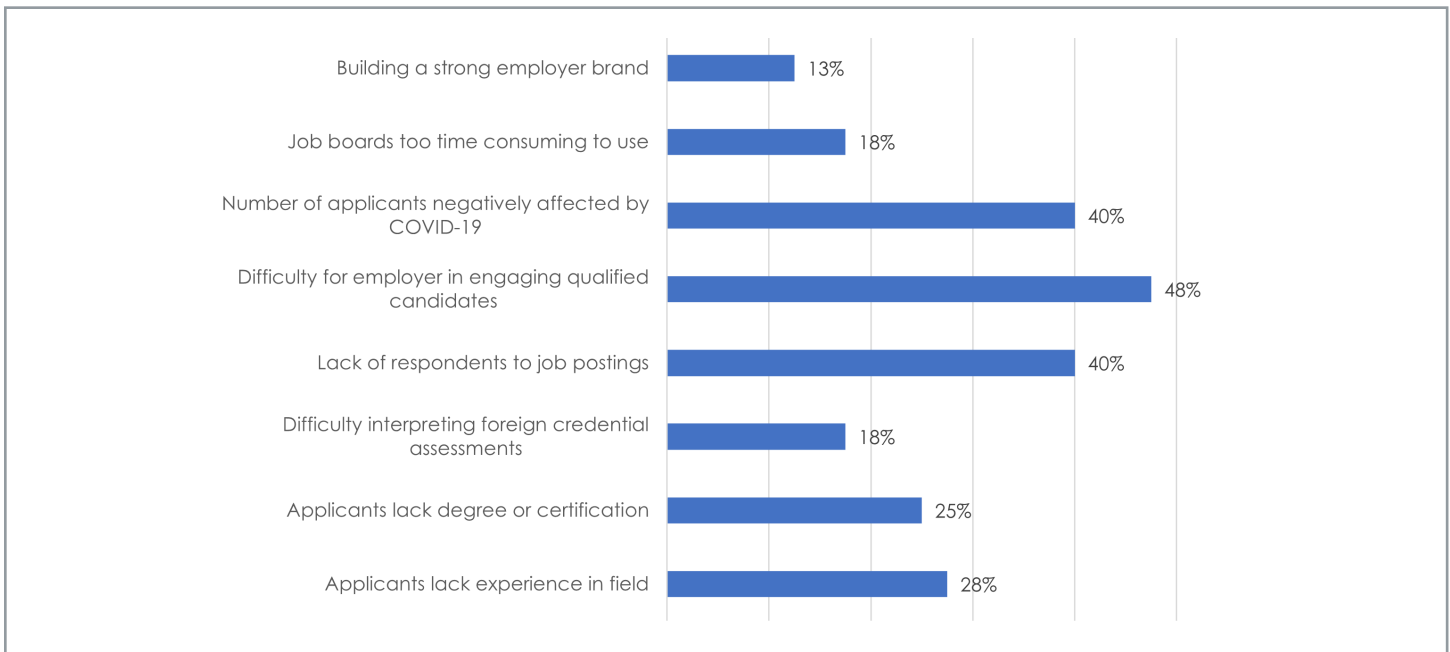
**Figure 7: Skills Gaps Needing Filling, Survey Respondents, North Bay, 2022**



Note: (n = 40)

Another challenge employers face is the process of finding and recruiting employees (Figure 8). When asked, respondent employers in North Bay indicated the primary barriers they faced included difficulty engaging qualified

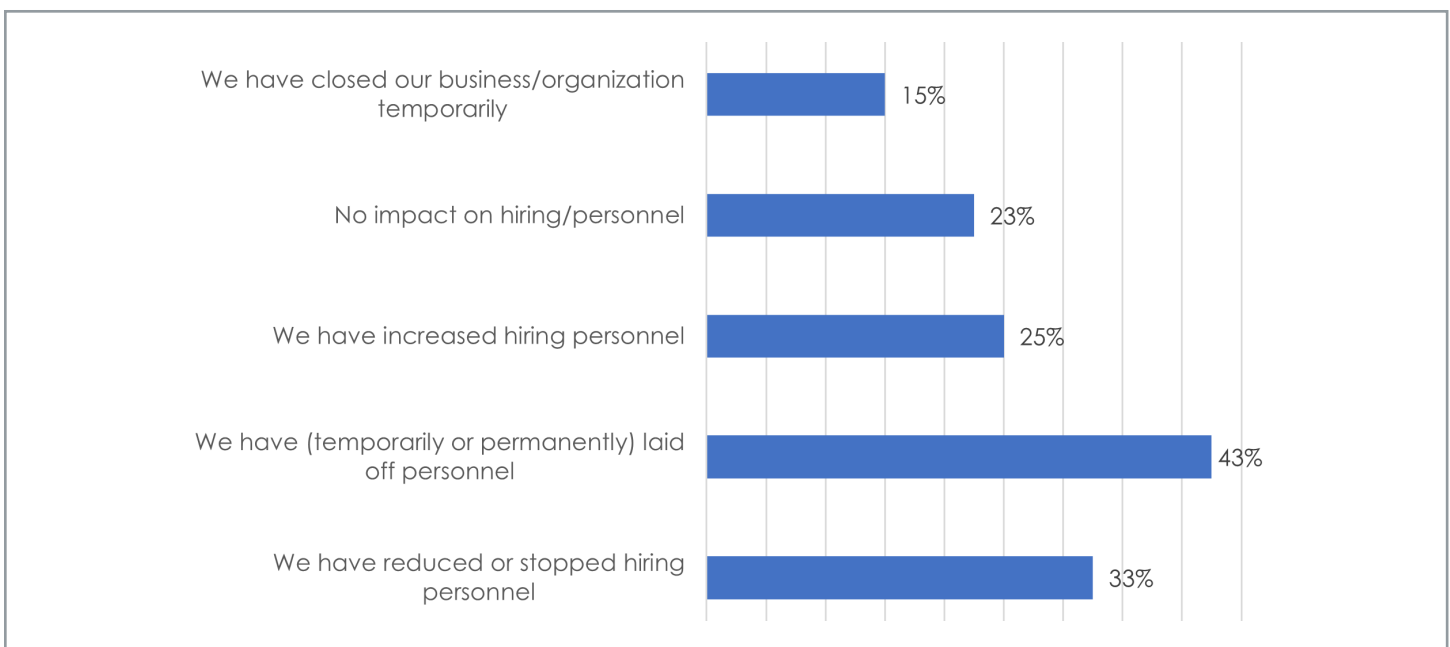
candidates (48 per cent) and lack of responses to job postings (40 per cent). Respondents were least likely to have had difficulty building a strong employer brand.

**Figure 8: Primary Barriers to Finding and Recruiting Employees, Survey Respondents, North Bay, 2022**

Note: (n = 40)

When looking at the impact of COVID-19 on hiring and personnel needs (Figure 9), respondent employers most commonly had to lay off personnel, either temporarily (43 per cent) or reduce or stop hiring

completely (33 percent); another 15 per cent had to close, either temporarily or permanently. Twenty-three per cent indicated no impact on hiring and/or personnel.

**Figure 9: Impact of COVID-19 on Hiring/Personnel Needs, Survey Respondents, North Bay, 2022**

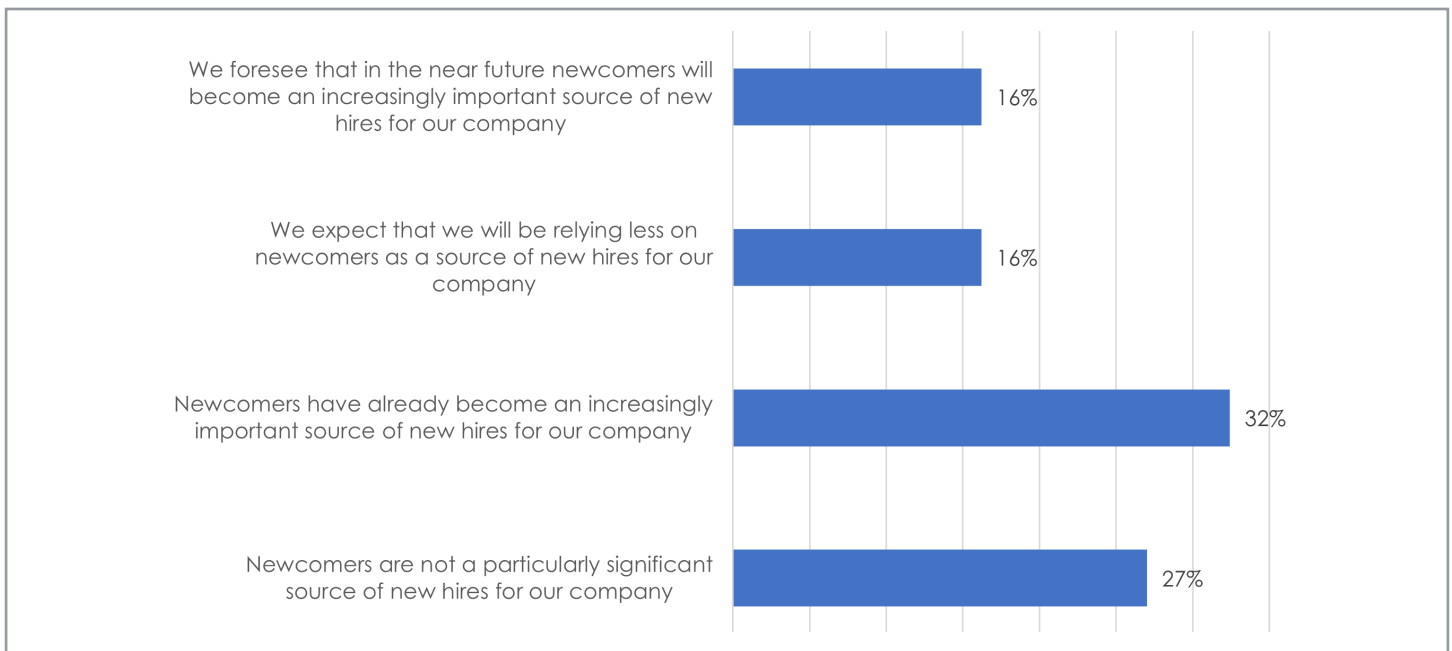
Note: (n = 40)

## Welcoming Employer Characteristics

Again, having a welcoming employer contributes to overall perceptions of welcome in a community (Esses et al. 2010, 17). As such, employers in North Bay were asked to choose a statement that best reflected the role that newcomers play in their hiring decisions (Figure 10). Notably, many respondents indicated that newcomers already had become an increasingly important source

of new hires (32 per cent); another 16 per cent also foresaw newcomers as an important source of new hires in the future. Both responses indicate an employer open to welcoming newcomer talent into its organization, contributing to a positive employment situation and helping to mitigate labour shortages.

**Figure 10: Statement that Best Reflects the Role Newcomers to Canada Play in Hiring Decisions, Survey Respondents, North Bay, 2022**

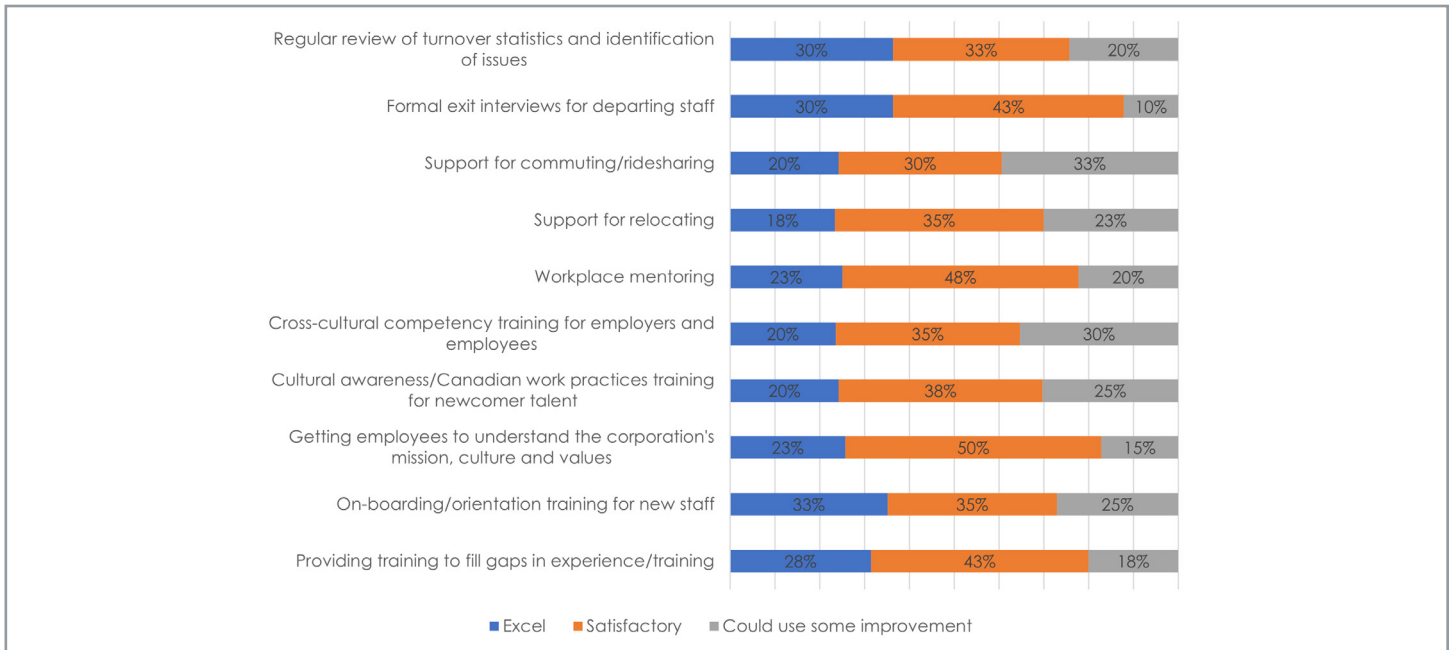


Note: "Newcomers" defined as those who arrived within the past five years.  
Note: (n = 37)

Employers themselves also provide supports and policies to welcome new employees into the labour force. Asked what supports they felt they excelled at (Figure 11), respondents noted providing on-boarding/orientation training for new staff (33 per cent). Other supports included formal exit interviews for departing staff (73 per cent), getting employees to understand the corporation's

mission, culture, and values (73 per cent), and workplace mentoring (71 per cent). The internal policies that organizations felt could use the most improvement were those related to commuting/ridesharing (33 per cent) and cross-cultural competency training (30 per cent), and cultural awareness/Canadian work practices (25 per cent).

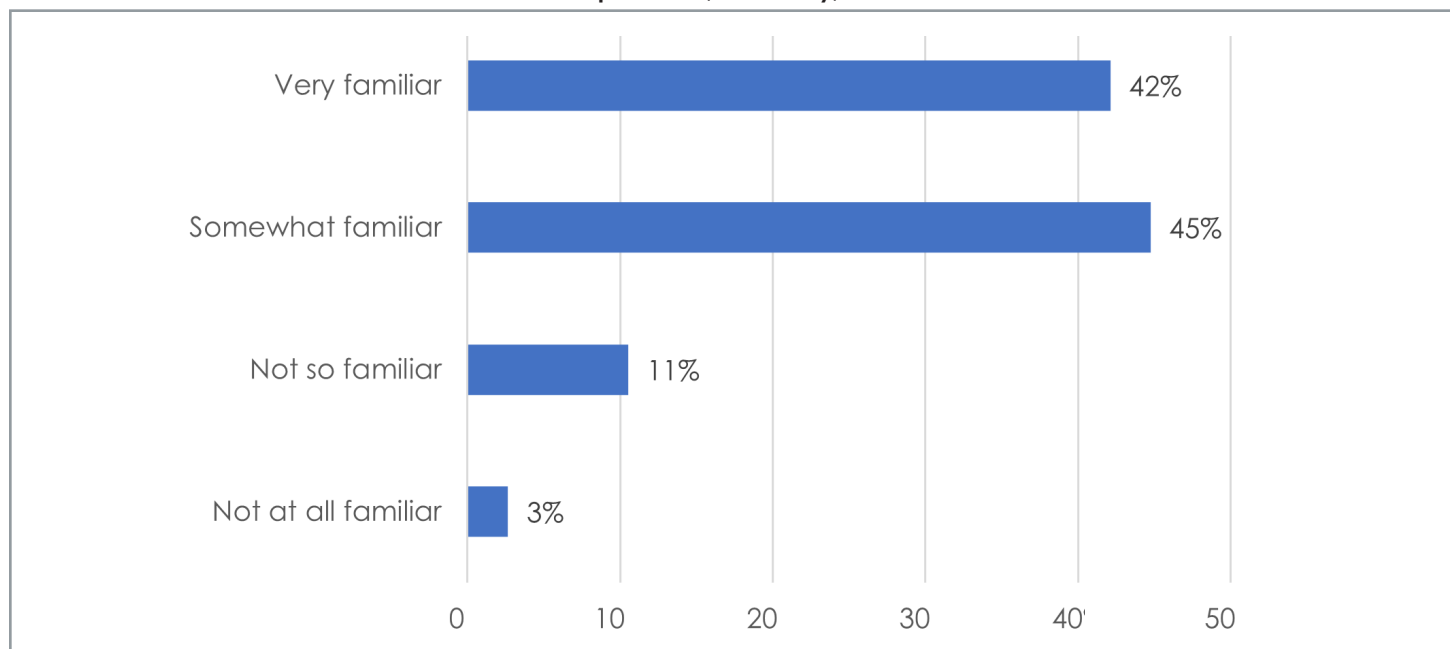


**Figure 11: Opinion of Organization's Human Resources Policies and Implementation, Survey Respondents, North Bay, 2022**

Note: (n = 40)

Although meaningful employment opportunities do play a significant role in making an individual feel welcomed, other factors are also at play, such as settlement services and other supports available to them. Employers can play a role in referring newcomer employees to these services. The majority of respondent employees in North Bay indicated they were very (42 per cent) or somewhat (45 per cent) familiar with local settlement

and support services for newcomers (Figure 12). Similarly, the majority of RNIP employer respondents indicated they were very or somewhat familiar with these services. Acting as a point of contact to direct newcomers to services promotes a "no wrong door" approach, where newcomers are more likely to gain access to the help they seek.

**Figure 12: Familiarity of Organization with Local Settlement Services and other Support Services for Newcomers, Survey Respondents, North Bay, 2022**

Note: (n = 38)

## Conclusion and Recommendations

Comparable and available community-level data are crucial to making informed decisions. As such, an effort should continue to be made in North Bay, and across Northern Ontario, to share, promote, and complete these surveys. The information gathered from respondents helps create a sample of sentiments that employers in North Bay are expressing. It is important to take the sentiments expressed in these surveys and address them meaningfully. Accordingly, the following recommendations and next steps are offered.

1. **Understand the needs of employers**, beyond specific occupational shortages. Respondent employers in North Bay indicated difficulty finding candidates with specific soft skills, such as customer service, communication, and problem-solving skills. Although occupations can be targeted through the Rural and Northern Immigration Pilot, soft skills are more difficult to pinpoint. Additional training and/or mentoring of qualified candidates could increase these skills. As well, ensuring that employers are made aware of services and programs that are already in place could alleviate some hiring difficulties.
2. **Monitor the needs of employers**, in terms of labour force gaps and information and supports needed during and after the hiring process. This work could help inform the communication and promotion of available services, service offerings, and targeted occupations under the Rural and Northern Immigration Pilot and more generally as well.

3. **Make full use of human capital to mitigate labour and skills shortages in North Bay.** Employers indicated needing help regarding resume screening and providing better job matching between candidates and occupation requirements, as well as providing assessment tests to evaluate candidates' expertise in soft and/or technical skills. Having a skilled potential employee in a community, unable to practice due to assessment barriers, hurts both the individual and employer. Services that are available to help employers assess skills, as well as candidate-job matching, should be communicated. If these services do not currently exist, or are difficult to access, steps should be taken to ensure their availability.

Another barrier employers are facing are difficulties engaging qualified candidates. To help not only engage, but create qualified candidates, along with increasing labour market experience, employers should be encouraged to apply for internship funding from the Northern Ontario Heritage Fund Corporation, FedNor, Canada Summer Jobs, and other federal and provincial support programs. Building capacity in Northern Ontario, specifically among youth, would help to mitigate out-migration, while also contributing positively to the labour market for years to come.

4. **Work to promote and foster welcoming workplaces.** Workplaces that welcome newcomers have a higher rate of retention of new hires, leading to a number of direct benefits to the employer (Ontario 2011, 44). This work could start by evaluating internal human resources policies, such as cross-cultural competency training and Canadian work practices training – of which respondent employers commonly suggested could be improved upon internally.



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