



Engaging Employers.
Building **Inclusive** Workplaces.

Three Year Review 2015-2018

hire | embauche
immigrants ottawa



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About HIO

Hire Immigrants Ottawa (HIO) brings together employers, immigrant agencies and stakeholders to enhance employers' ability to access the talents of skilled immigrants in the Ottawa area. The initiative was launched in 2006 as a response to a growing need to identify and address barriers faced by employers in the hiring and integration of skilled immigrants into the Ottawa labour force.

HIO's mandate is to enhance the capacity of employers in the Ottawa region to more effectively attract, hire and integrate skilled immigrants into skills-appropriate positions.



Hire Immigrants Ottawa

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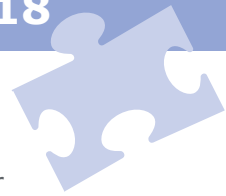
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www.hireimmigrantsottawa.ca

Funded by





Message from the Co-Chairs

As co-chairs of the Employer Council of Champions we are pleased to present this three-year report that highlights HIO's key activities and accomplishments from 2015 to 2018.

HIO continues to provide Ottawa businesses and employers the tools and resources to enhance diversity and inclusion strategies, and practices in order to better hire and integrate immigrant talent into workplaces. Through partnerships and collaboration, HIO has played an integral role in shifting the dial on immigrant inclusion in the workforce, helping Ottawa employers to attract top talent and drive business success.

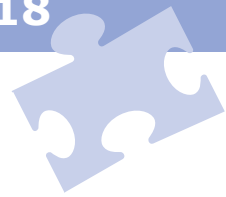
In 2017, we celebrated ten years since the launch of the Employer Council of Champions. A decade is a good time to take stock of the progress made and our impact in contributing to labour force growth in our city. It is gratifying to note that an increasing number of Ottawa employers are committed to building inclusive workplaces, with fair and equitable recruitment and retention practices. There are many examples of how local employers are addressing challenges and creating opportunities for immigrants. Some of these employers have been recognized by HIO through the annual Employer Excellence Awards. This work is ongoing and we are pleased to be a part of this journey with HIO and its community partners.

We know that organizations that understand the value of diversity and take action to attract diverse talent and build inclusive workplaces are best positioned for success. The evidence is clear that these are the workplaces that are most creative, productive, relevant to consumers, globally connected and innovative.

We sincerely thank members of the HIO Employer Council of Champions, Working Groups, and our numerous community partners and stakeholders for their involvement and support of the HIO initiative, and their commitment to building diverse and inclusive workplaces and communities. We also acknowledge the funding contribution and support of the Government of Ontario and United Way Ottawa for this important work.

Gaye Moffett
Co-Chair, Employer Council of Champions
Founder, GEM Healthcare Services Inc.

Frank Bilodeau
Co-Chair, Employer Council of Champions
Vice-President, Scotiabank, Ottawa Centre
and Gatineau



Engaging Employers

Guided by an innovative Employer Engagement Strategy, HIO works with employers in a variety of ways to raise awareness, build capacity, and support actions to bring about changes in workplace culture for more immigrants to be hired and integrated into the workforce.

Strong support and effective employer engagement is fundamental to growing and deepening HIO's network and impact. The work with the Employer Council of Champions and Working Groups has increased the capacity of employers to effectively interact with skilled immigrant job seekers and employees, and support changes to workplace policies and practices.

523 organizations accessed HIO programs, learning and networking events.

299 new business were engaged through outreach activities and events.

46 one-on-one meetings with new employers.

Employers and stakeholders annually contribute over **1,000** hours of their time to support HIO's mandate of immigrant inclusion.

Employer Council of Champions

Integral to HIO's Employer Engagement Strategy is the on-going role of senior executives from private and public sector organizations. The **Employer Council of Champions** (ECC) is comprised of leaders promoting the hiring and integration of skilled immigrants within their respective organizations and among their professional and business networks in Ottawa. ECC members meet formally twice a year, actively participate in other HIO activities, and regularly promote diversity, inclusion and immigrant integration in the Ottawa community.

Employer Working Groups

Working Groups convene employers and other stakeholders in health care, information technology, finance, biotechnology, and the public sector. Monthly meetings provide a key opportunity for peer-to-peer networking and learning to take place. Workplace challenges are discussed, innovative workplace initiatives relating to integration are shared amongst the group, and events and opportunities for capacity-building are amplified.



The HIO evaluation in 2015 found that 93% of Working Group members said their organization's involvement with HIO helped their organization in addressing the barriers to hiring and integrating immigrants within their workplace or sector.

"It has enabled me to be educated and up to date on changes, issues, and allows me to connect with similar employers."

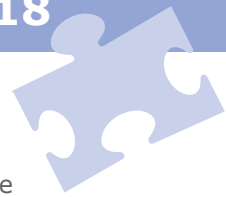
- HIO Working Group member

"We have developed partnerships to help us source qualified candidates and have recommend our hiring managers attend the Cultural Competency Training. We have seen great success as well with the coaching events."

- HIO Working Group member

The following organizations joined HIO's Working Group during the reporting period:

- Assurance Home Care
- Better Business Bureau
- Canadian Museum of History
- Canadian Radio Telecommunications Commission (CRTC)
- Conference Board of Canada (CBoC)
- EY Law LLP
- House of Commons
- Human Resources Systems Group
- Intelcan Technosystems Inc.
- Keynote Group
- Kinaxis
- Lixar Ottawa
- MD Financial Management, CMA Companies
- Montfort Hospital
- Pincrest Queensway Community Services
- Saba
- Shopify
- Standards Council of Canada
- Welch LLP



Building Employer Capacity

In order for workplaces to effectively attract and retain immigrant talent, employers adopt more inclusive hiring practices, broaden their hiring pools, and build the cultural competency of their employees.

HIO delivers a variety of programs with an Ottawa-focused understanding of the city's changing population and labour market; strategies and tools for fostering inclusive workplaces; learning and networking opportunities; and, resources on the steps local employers can take to improve their capacity for skilled immigrants' inclusion in the labour force.

Employer Learning Forums

These bi-annual learning events provide employers and stakeholders an opportunity to learn and exchange ideas with subject

433 employers participated in **6** Employer Learning Forums.

119 employers are implementing changes to their HR policies and practices.

654 skilled immigrants gained skills appropriate employment with engaged organizations.

matter experts and practitioners on a wide range of topics relating to the effective labour market integration of skilled immigrants. They also provide an opportunity for employers to connect and network with skilled immigrant job seekers. These forums are a key part of HIO's strategy for reaching new employers, as well as enhancing the capacity of existing employers with whom HIO works.

Themes of Employer Learning Forums

- Leadership Development - How to Coach and Mentor Immigrant Professionals for Success – *Yours and Theirs*, May 2015.
 - Smart Hiring: Proven Strategies and Programs for Recruiting and Integrating Top Immigrant – *Talent*, November 2015.
 - Winning the War for Talent: *Award-Winning Employer Practices*, June 2016.
 - The Diverse and Inclusive Workplace: Identifying and Assessing Required Competencies and – *Skills*, November 2016.
 - *Accessing Global Talent Overseas or Locally*, June 2017.
 - *The Demand for Talent is a Leading Priority for Ottawa Businesses*, November 2017.
-



Cross Cultural Competency Training for Employers

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Employer concerns about cultural differences in the workplace can be a significant barrier when considering immigrant applicants in the hiring process or managing diverse teams.

HIO's [Cross-Cultural Competency Training](#) equips employers, human resource professionals, small business owners and people managers with practical skills, strategies and tools needed to increase cultural competencies and prepare workplaces for a culturally diverse employee base. An enhanced [Facilitating Cross-Cultural Change](#) program provides participants skills to support learning and culture change within their workplaces.

770 employer participants attended **63** professional development sessions to enhance their cross-cultural communication and management skills.

28 learners graduated from HIO's enhanced Facilitating Cross Cultural Change program, obtaining skills to support learning and culture change within their workplaces, further deepening the programs impact.

"I have found HIO's cross-cultural competency training sessions to be quite valuable to our HR department and to the firm as a whole. As a result of training, we are more aware of the need to adapt to different cultures in all types of interactions at work, and we are now in the process of developing a Diversity & Inclusion Statement for our workplace."

Leah Grandinetti, CHRP, Welch LLP

"The Cross-Cultural Competency and the Facilitating Cross-Cultural Change Training programs gave me the basic skills I needed to build a successful D&I corporate program for the House of Commons Administration. I learned a lot from the advance training and felt I was given all the tools I needed to not only develop the program, but also keep building on it and tailor it through networking opportunities offered by HIO."

Cyndia Cardinal, Workplace Inclusion Program Advisor, House of Commons

Coaching and Networking Events

The lack of local professional networks is a key barrier to immigrant success in the labour force. At the same time, employers are often challenged to connect with available skilled immigrants in the community. Coaching events provide an opportunity to bridge these gaps.



Coaching events bring employers and skilled immigrants together in a relaxed and informal setting outside the context of an actual job interview, providing an opportunity for employers and immigrant job seekers to connect and expand their professional networks.

During the events, employers provide advice about resumes and job search strategies to help skilled immigrants more effectively navigate the local job market. In turn, the coaching helps employers develop a more diverse network of talent and expand their understanding of the skills and qualifications of newcomers to Canada. Coaching is also a valuable way for employers to practice and develop their own cross-cultural competency skills.



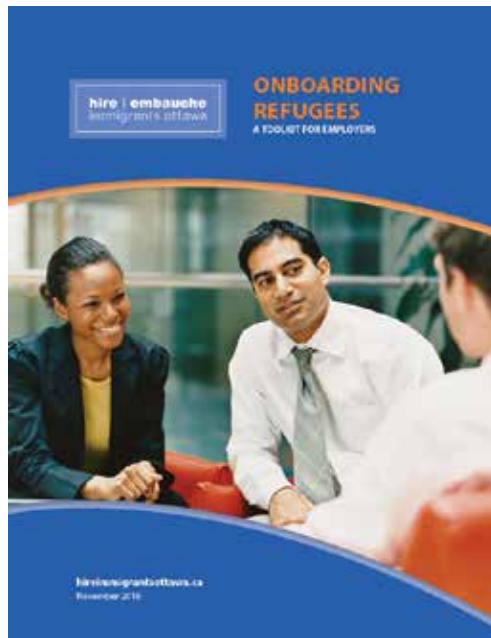
"I have had the pleasure of being involved in HIO's Coaching events over the past year. It has helped the House of Commons connect directly with a wide pool of skilled immigrant job seekers and diverse talent. We have made successful new hires as a result of these coaching events and I very much appreciate being able to share knowledge and provide guidance on interview styles and the application process. It is also quite enjoyable to meet everyone and hear such authentic stories."

Leigh Kelly, Workplace Inclusion,
Program Advisor, House of Commons

18 events connected
190 employer coaches with
341 immigrant job seekers.

Developing Learning and Information Materials

- Several blog posts, Labour Market Fact Sheets and Tip Sheets developed to provide employers with practical strategies, insights and best practices for creating inclusive workplaces.
- Support and consultation delivered to local employers as they work to develop internal recruitment and retention practices – resulting in 119 employers implementing systemic changes to their HR policies and working place practices.
- At the height of the Syrian Refugee resettlement in 2016, HIO, in collaboration with other Immigrant Employment Councils from across the country, developed a resource (Onboarding Refugees: A Toolkit for Employers) to assist employers to effectively recruit, hire, and onboard refugees.



Immigrants in Ottawa

is to be top of mind for Ottawa businesses. Survey has highlighted accessing qualified

pages, and roughly 50% are working with labour force with post-secondary qualified talent?

the local pool of immigrant talent and

commitment to diversity in the

ers to lead and promote Diversity and

impact hiring, promotions, career

munication and interaction of people cultural competency is key to managing

otherwise be overlooked by traditional migrant serving agencies, advertise minority job fairs

and networking programs and events.

Amplifying Our Message

HIO's ongoing communications initiatives create awareness of the facts and issues related to the effective integration of skilled immigrants into the local labour market, the business case for diversity and inclusion, and the economic contributions of immigrants to the local economy.

Using a variety of communications avenues, messaging and products, HIO is reaching more employers and building a stronger network of "champions" on and offline. HIO's champions share diversity and inclusion resources, tools and content within their workplaces and beyond, helping to amplify HIO's reach with employers and to improve employment success for skilled immigrants in Ottawa.

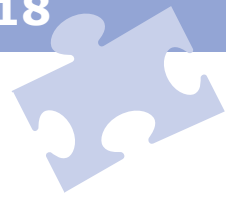
- HIO Communiqué – this e-newsletter provides employer related news, research reports, articles and event information. Over three years, 15 e-newsletters containing more than 40 articles were published and distributed.
- Expanded outreach into Ottawa's business community through a media partnership with the Ottawa Business Journal (OBJ), the largest business publication in Ottawa.
- 18 presentations at major employer events and conferences.
- Expanded use of social media to share HIO blogs, resources, event information, news relevant to employers and stakeholders; 2,788 and 618 Twitter and LinkedIn followers respectively.
- Ongoing enhancement of the HIO website to provide visitors with the most current and relevant information, data and employer resources. Over the three years, the site attracted 47, 611 new visitors.
- HIO was the recipient of the 2016 Award for "Leadership in Diversity" presented by Volunteer Ottawa.

47,611 unique visitors to hireimmigrantsottawa.ca

600 organizations represented by more than 1,000 individuals receive the HIO Communiqué – E-newsletter.



Leadership in Diversity Award - 2016



Annual Employer Summits

The annual Employers' Summit brings together stakeholders, immigrants, business, government and civic leaders to dialogue and exchange ideas with speakers and expert presenters on topics related to the effective integration of skilled immigrants into the labour force, and to celebrate employer excellence in Ottawa.

The 2017 event celebrated ten years of HIO's work, engaging and supporting employers to build capacity, and fostering solutions to address systemic barriers for the effective integration of skilled immigrants into the labour force.

3 employer summits,
418 employer and
stakeholder participants.

"Demography is one of the strongest forces shaping our future. The link between immigration and demography is irrefutable. Canada will succeed if its immigrants succeed in it."

The Honorable Ratna Omidvar,
Senate of Canada

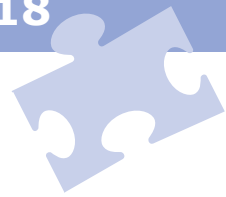


Summit Themes

2018 – Standing Up for Inclusion: Bold Leadership to Unlock the Potential of Diversity.

2017 – Celebrating 10 years of Employer Engagement for Immigrant Employment.

2016 – Going Beyond Our Best Intentions: Unconscious Bias. Inclusive Leadership. Leveraging Diversity.



Employer Excellence Awards

The Employer Excellence Awards recognize local employers for their innovative workplace policies and practices around the recruitment and integration of skilled immigrants into their organizations.

10 Local employers recognized with Employer Excellence Awards.

Assent Compliance

RBC Royal Bank

RealDecoy Inc.

Hydro Ottawa

Shopify Export

Oz Optics

The Ottawa Hospital

Export Development Canada

Le Centre préscolaire La Coccinelle d'Orléans

Conseil des écoles publiques de l'Est de l'Ontario



2016



2017



2018

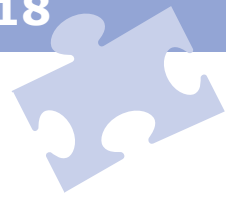
"Diversity has been one of our greatest strengths, and RealDecoy is sincerely grateful that Hire Immigrants Ottawa, and our own staff, have found our culture to reflect our values. Recognition of the importance of integrating different perspectives and backgrounds has built our company – and Canada – into who we are today."

Geoff Waddington, Chief Operating Officer
RealDecoy Inc. - 2018 Award winner

"Diverse and inclusive workplaces do not just happen and need to be developed and nurtured through dedicated programs aimed at achieving specific goals. Much time and effort is being spent on ensuring our workplace culture is diverse as well as inclusive for all employees."

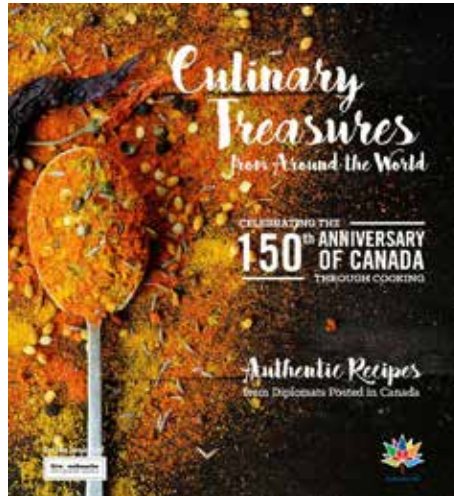
Cheryl Caldwell, Director, Diversity, Bilingualism and Employee Relations,
Export Development Canada (EDC) - 2016 Award winner

Partnerships and Collaboration



HIO collaborates with stakeholder organizations to strengthen community capacity to effectively integrate skilled immigrants into the local labour force. Highlights from collaborative activities between 2015 and 2018 include:

- Working with World Skills Employment Centre and the Ottawa Job Match Network to bring skilled immigrants and local employers into direct contact through networking and coaching events;
- Contribution to community planning and policy development as members of the Economic Table of the Ottawa Local Immigration Partnership, the Ottawa Integrated Local Labour Market Project, Local Employment Planning Council, Refugee613, Ottawa Chamber of Commerce, the Immigrant-Employer Learning Partnership Advisory Board, the Mentorship Collaborative Advisory Committee, and the Power of Trades advisory board;
- Collaboration with the Ottawa Chamber of Commerce Immigration sub-committee and other stakeholders to produce a report on Ottawa businesses' perceptions on immigrants as a source of skills for the local economy – Findings on Immigrants and Talent;
- HIO is a community partner in the SSHRC-funded Building Migrant Resilience in Cities



(BMRC) project. This multi-sector collaboration brings together a range of key actors working on issues of immigration and settlement through CERIS, a leading Ontario network of migration and settlement researchers, practitioners, and policymakers. The project explores the concept of social resilience to examine how institutions can facilitate migrant settlement in urban areas

across Quebec and Ontario.

- HIO collaborated with Klorofil publishing Inc. to publish Culinary Treasures from Around the World – Authentic recipes contributed by Diplomats posted in Canada. This cook book was produced to celebrate Canada's cultural diversity as part of activities to mark Canada's 150th Anniversary in 2017.

Organizing social interactions around food (e.g. potlucks) is a common tradition used in workplaces to build employee engagement, create cross-cultural understanding and to advance Diversity and Inclusion initiatives.

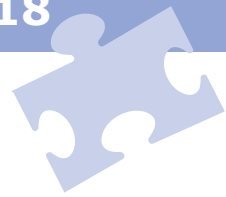
Going beyond Ottawa

HIO responded to several requests from other jurisdictions in Canada, and internationally, who were interested in learning about HIO's innovative model of employer engagement for enhancing workforce capacity to increase inclusion and integration of skilled immigrants. HIO's knowledge transfer activities included:

- Presentations delivered to several Ontario communities, including Brockville, Perth, Kemptville, and Toronto;
- Delivered presentations and workshops at industry, regional, national and international conferences, including Metropolis, Pathways to Prosperity and IQ Congress;
- Hosting and exchanging ideas with visiting foreign delegations including groups from North Rhine Westphalia, Germany, Tajikistan, Sweden and the International Migration Organization.



Henry Akanko, Director, Hire Immigrants Ottawa,
Speaking at the IQ Congress – December 2016, Berlin, Germany



Members

HIO sincerely thanks our Council members, Working Group members and stakeholders for their commitment to breaking barriers and creating opportunities for the integration of skilled immigrants into the Ottawa labour force.

Employer Council of Champions

Algonquin College*

Business Development Bank of Canada*

Calian Ltd*

City of Ottawa*

Conference Board of Canada*

Export Development Canada*

GEM Health Care Services Inc.*

Hydro Ottawa*

Immigration, Refugees and
Citizenship Canada*

Information & Communications
Technology Council*

Invest Ottawa

Le Regroupement des gens d'affaires
de la Capitale nationale

Ministry of Community Social Services/
Ministry of Children and Youth Services

Ministry of Training, Colleges and Universities *

Nordion

Ottawa Carleton District School Board*

Ottawa Chamber of Commerce*

Ottawa & District Labour Council

Ottawa Police Service*

Pythian*

Royal Bank of Canada*

Scotiabank*

TD Bank*

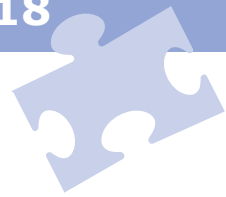
The Ottawa Hospital*

United Way Ottawa*

University of Ottawa*

World Skills Employment Centre*

** denotes ECC organizations with representation on the Working Groups.*



Working Group Member Organizations

- Assurance Home Care
- Bruyere
- Canada Mortgage and Housing Corporation
- Canadian Council of Technicians and Technologists
- Canadian Institute for Health Information
- Canadian Institutes of Health Research
- Canadian Museum of History
- Canadian Radio Telecommunications Commission
- Canadian Security Intelligence Service
- Catholic Centre for Immigrants
- Chartered Professional Accountants of Ontario
- EY Law LLP
- House of Commons
- Human Resources Systems Group
- In-TAC
- Intelcan Technosystems Inc.
- Keynote Group
- Kinaxis
- Kivuto Solutions Inc.
- Lixar Ottawa
- Louise H Reid Consulting
- MD Financial Management, CMA Companies
- Ministry of Citizenship and Immigration
- Ministry of the Attorney General
- Natural Resources Canada
- Ottawa Catholic School Board
- Ottawa Paramedic Service
- Pinecrest Queensway Community Services
- Queensway Carleton Hospital
- Saba
- Shopify
- Standards Council of Canada
- University of Ottawa Heart Institute
- Welch LLP - Chartered Professional Accountants
- YMCA-YWCA - National Capital Region

HIO Staff*

Josiane El-Hage, Administrative Assistant**

Olena Mykytenko, Administrative Assistant

Lorena Costa, Manager, Employer Engagement

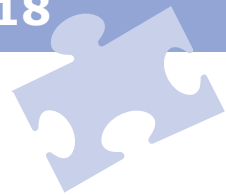
Clarence Lochhead, Senior Manager, Policy and Research**

Sophia Lowe, Senior Manager, Policy and Research

Kelly McGahey, Senior Manager, Stakeholder Relations

Henry Akanko, Director, Hire Immigrants Ottawa

*HIO Staff during the reporting period. **Staff who left their roles during the reporting period.



Financial Statement

Schedule of Contributions and Expenses

Cumulative period
from April 1, 2015
to March 31, 2018

CONTRIBUTIONS	Amounts \$
Ministry of Citizenship and Immigration	1,660,000
United Way/Centraide Ottawa	118,110
Interest	438
	1,778,548
DEFERRED CONTRIBUTIONS	(35,238)
TOTAL CONTRIBUTIONS	1,743,310
EXPENSES	
Salaries and benefits	1,079,741
Professional services	281,238
Administration	382,331
TOTAL EXPENSES	1,743,310

***Note:** Audited annual financial reports are available upon request*