

Cultural Competency for Culturally Diverse Organizations

Objectives

- Discuss concepts of workplace cultural competency
- Consider potential challenges in culturally diverse workplaces and approaches to address these on an interpersonal and organizational level
- Communicate about best practices in developing cultural competency for culturally diverse organizations and businesses

Concepts of Cultural Competency

“Cultural competence is defined as a set of values, behaviors, attitudes, and practices within a system, organization, program or among individuals and which enables them to work effectively cross culturally.

Further, it refers to the ability to honor and respect the beliefs, language, interpersonal styles and behaviors of individuals and families receiving services, as well as staff who are providing such services.

Striving to achieve cultural competence is a dynamic, ongoing, developmental process that requires a long-term commitment.”

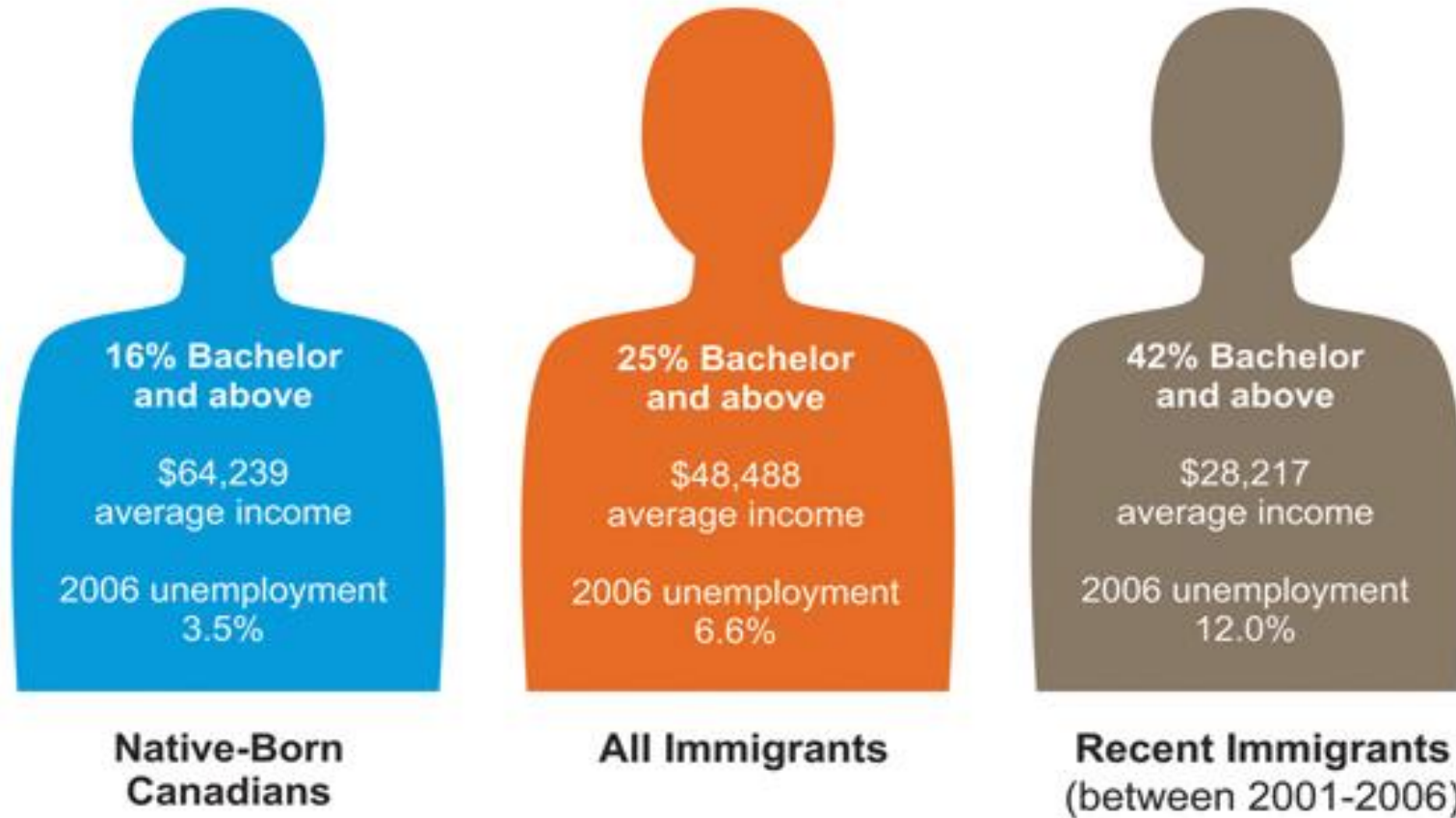
Denboba, 1993.

Newcomer Talent – Red Flags

- **68 per cent:** The proportion of immigrants from countries such as Australia, who are mostly non-visible minorities, who are employed in their fields within six months of arrival in Canada.
- **33 per cent:** The proportion of immigrants from Asia or the Middle East, who are almost all visible minorities, who work in their fields within six months of arrival.
- **\$2.4 to \$3.4 billion:** The estimated cost to Canadians in lost annual income due to the failure to recognize credentials of visible minorities.

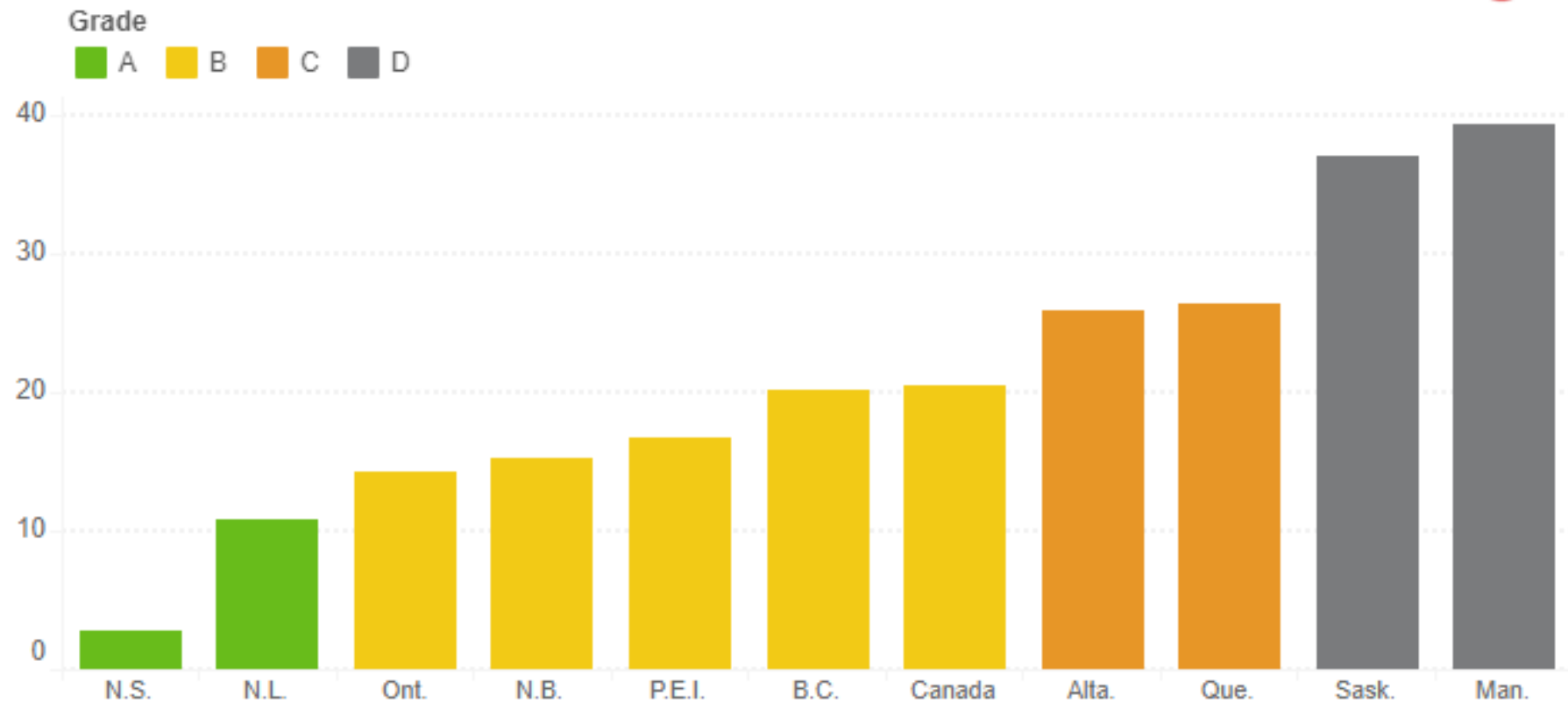
Source: [*The Value of Diverse Leadership*](#), Conference Board of Canada, Nov. 20, 2008.

Newcomer Talent – Red Flags



Newcomer Talent – Red Flags

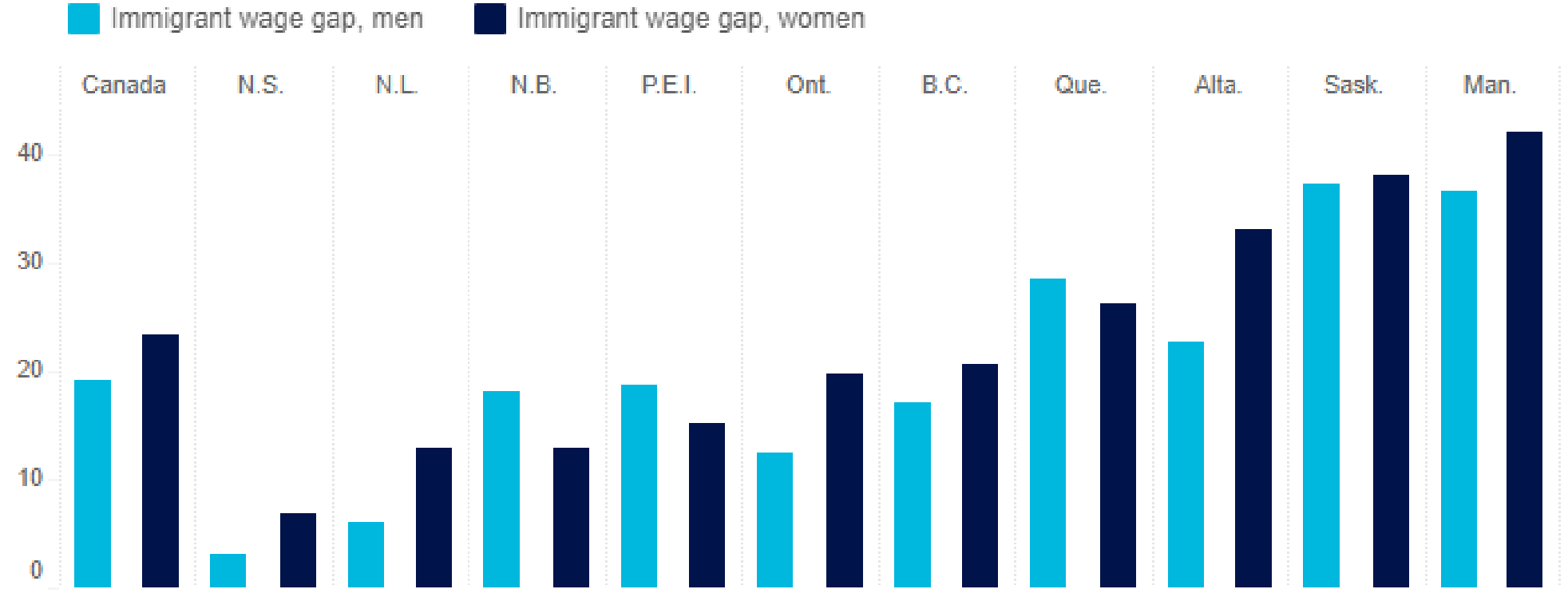
Immigrant Wage Gap, Canada and the Provinces, 2015
(per cent)



Sources: The Conference Board of Canada; Statistics Canada.

Newcomer Talent – Red Flags

Immigrant Wage Gap Higher for Women in Most Provinces, 2015
(per cent)



Sources: The Conference Board of Canada; Statistics Canada.

Summary

- Immigrant talent is 20% of the general population
- The majority of immigrants are screened to ensure they bring skills and qualifications needed in the Canadian labour market
- Significant earning and employment gaps separate immigrants and Canadian-born individuals in both short term and long term
- Employers face challenges in hiring, training, integrating, and maximizing the talent of immigrant employees
- What are actionable items for culturally diverse organizations? What best practices can we share today?

Concepts of Cultural Competency

Organizational Perspective

- Interpersonal skills
 - Values, behaviours, attitudes, and practices
 - E.g. communication, leading a team, problem solving
- Organizational practices and policy
 - Recruiting, hiring, onboarding, performance management
 - Reasonable accommodation, welcoming workplaces

Concepts of Cultural Competency

Newcomer Perspective

- Challenges:
 - Learning and adapting to Canadian workplace norms – meeting expectations
 - Communication – language & cultural norms
 - Technical & systemic differences
 - Settlement and culture shock

Challenges in Culturally Diverse Workplaces

- Workplace Integration Scenarios
 - Discuss and record the challenges in the scenario
 - What are some of the cultural dynamics at play? Consider these from an interpersonal perspective, organizational perspective, and newcomer settlement perspective
 - Discuss and record approaches to address these challenges
 - What is needed on an interpersonal level?
 - What is needed on an organizational level?
 - What is needed from the newcomer's perspective?
 - Discuss experiences and initiatives from your own experience
 - Have you encountered similar situations or dynamics within your own organization?
 - Can you share successes in addressing these challenges or in maximizing newcomer talent in your organization?

Best Practices & Effective Initiatives

- Welcoming workplace
 - Inclusion initiatives
- Assessing hiring bias
- Expanded orientation & onboarding process
 - Information and orientation for newcomers to Canada (network with settlement sector)
 - Workplace mentor – 6-12 months
 - Cultural competency training – for newcomers & for Canadian-born staff
 - Workplace language training
- Staff teams and groupings
 - 1st language groupings vs. mixed language groupings
- Performance review & incentives

Resources for Further Contact

- Network with the settlement sector
 - MANSO (MB umbrella organization)
 - MB Start (employer focus)
 - Your local settlement and employment office(s)
- MB ITES' Industry Services - www.gov.mb.ca/wd/ites/is/index.html
- MB HRC: Reasonable accommodation in the workplace
 - <http://www.manitobahumanrights.ca/v1/education-resources/resources/reasonable-accommodation.html>
- Integration guides for newcomers and for managers by Paul Holmes: www.regionalconnections.ca/downloads
- Hire Immigrants – www.hireimmigrants.ca

Thank you!

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