

Immigrant Onboarding in Non-Gateway Quebec Small to Medium Enterprises

Alicia Piechowiak

A Thesis

In the Department of

Education

Presented in Partial Fulfillment of the Requirements

For the Degree of

Doctor of Philosophy (Educational Technology) at

Concordia University

Montreal, Quebec, Canada

December 2023

© Alicia Piechowiak, 2023

CONCORDIA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

This is to certify that the thesis prepared

By: Alicia Piechowiak

Entitled: Immigrant Onboarding in Non-Gateway Quebec Small and

Medium Enterprises

and submitted in partial fulfillment of the requirements for the degree of

Doctor Of Philosophy (Education)

complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the final examining committee:

_____ Chair
Dr. Sandra Martin-Chang

_____ External Examiner
Dr. Carolin Rekar Munro

_____ Arm's Length Examiner
Dr. Tracy Hecht

_____ Examiner
Dr. James Conklin

_____ Examiner
Dr. Giuliana Cucinelli

_____ Thesis Supervisor (s)
Dr. Saul Carliner

Approved by _____
Dr. Sandra Chang Chair of Department or Graduate Program Director

Dec. 1 2023

Date of Defence

Dr. Pascale Sicotte Dean, Faculty of Arts and Science

Abstract

Immigrant Onboarding in Non-Gateway Quebec Small to Medium Enterprises

Alicia Piechowiak, Ph.D.

Concordia University, 2023

Research Problem: Manufacturing small to medium enterprises (SMEs) outside of Montreal, Toronto and Vancouver are turning to immigrants and temporary foreign workers to fill a labour shortage. This study investigated SMEs onboarding programs to attract, integrate and retain, immigrants and their perceived efficacy from the perspectives of executives, supervisors and immigrant and non-immigrant workers to identify stakeholders' support and training needs

Research Questions:

1. What onboarding strategies do non-gateway manufacturing SMEs use to recruit train and retain immigrant employees with technical or trade skills?
2. What are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?
3. How do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?
4. What are non-gateway manufacturing SMEs perceptions of government policies, and the immigrant integration services available to them and what additional support do they need to successfully onboard immigrant employees with technical or trade skills?
5. What are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

Methodology: Four manufacturing SMEs from different regions in the province of Quebec participated. Data was collected in three forms i) qualitative phenomenological interviews with six to eight employees per company, for a total of 28 participants, ii) company onboarding and community integration service artefacts and iii) field notes from company visits.

Results and Conclusions: Onboarding programs are an iterative learning process, that should be framed by a culture of organizational learning, communication, teamwork, and where training is provided for both incoming and existing workers. Stakeholders can improve the attraction and retention of immigrants through the two *Bienvenue Onboard* models emerging from this study. The models are adapted to the needs of immigrants and temporary foreign workers and consist of seven iterative steps: i) Prepare an action plan, ii) advertise and recruit strategically, iii) prepare existing and incoming staff, iv) offer workplace and job orientation programs, v) offer social integration support, vi) follow-up with further investments in people and vii) evaluate the onboarding experience.

Dedication and Acknowledgments

“Fortes fortuna adiuvat”

-Latin Proverb

This dissertation is dedicated to immigrants who boldly embrace the unknown and to visionary employers who recognize strength in diversity.

Dr. Saul Carliner, thank you for accepting to be the guide by my side through this adventure. You were always equipped with wisdom, knowledge and humour that gave me the strength and confidence to continue. Your eye for detail and patience are exemplary and I hope one day to give to others that which you gave me.

Dr. James Conklin, thank you for reading every word of my work at every step of this journey. You were always present at key moments offering thought-provoking comments, questions and detailed feedback that helped me work through challenges, improve the quality of my work, and reflect upon the next steps.

Dr. Giuliana Cucinelli, thank you for our conversations. You provided me with insight into matters beyond research and helped me see the path forward more clearly.

Government of Canada’s Future Skills Centre, with its amazing team, thank you for funding my research and allowing me to bring my study to the next level.

Dr. Carolyn Turner and Dr. Mela Sarkar, thank you for being a beacon of light throughout my master’s, doctoral studies and beyond. You led me to discover my love for research, you gave your unwavering support when I wanted to embark on this journey, and provided guidance when I faced uncertainty.

Donna Lee Smith, thank you for seeing in me something that I did not see so many years ago during my undergraduate years. You changed the course of my life, and I am forever grateful to you for where I am today.

Rémy Franzoni, my husband, friend, and confidant. Thank you for encouraging me to embark on this journey, for convincing me it was feasible and for standing by my side through the highs, the lows and what seemed like the darkest moments. When a door would shut you always found a window to open and when it seemed like there was no other way through, you broke down the wall and built a passage.

Table of Contents

Abstract.....	iii
Dedication and Acknowledgments.....	v
List of Figures and Tables	xi
List of Terminology.....	xii
Chapter One: Introduction	1
Context.....	1
Research Purpose.....	15
Research Questions.....	15
Chapter Two: Literature Review	17
Theoretical Orientation.....	17
Literature Search and Selection for Review	20
Five Emerging Themes.....	23
Chapter Three: Methodology.....	70
Choice of Research Methodology.....	71
Site and Participant Selection	76
Instruments and Data Collection.....	82
Data Storage and Protection.....	86
Data Analysis and Reporting	87
Assuring Trustworthiness and Credibility	91
Chapter Four: Overview of Communities and Participants.....	93

About the Communities	93
About the Companies.....	101
About the Participants.....	105
Chapter Five: Company One—Industrial Gears, a Family-Owned Company	111
About the Context of Industrial Gears	111
Participants From Industrial Gears	118
General Operations	128
Onboarding Strategies and Procedures for Immigrants	136
Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences	149
Concluding Thoughts: The Future of the Company	161
Chapter Six. Company Two—Alloys Inc, a Continuous-Improvement Company	164
About the Context of Alloys Inc.....	164
Participants From Alloys Inc	173
General Operations	180
Onboarding Strategies and Procedures for Immigrants	189
Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences	202
Concluding Thoughts: The Future of the Company	214
Chapter Seven: Company Three—Photons Inc, a Fast-Growing Company	217

About the Context of Photons Inc.....	217
Participants From Photons Inc.....	225
General Operations	233
Onboarding Strategies and Procedures for Immigrants	242
Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences	247
Concluding Thoughts: The Future of the Company	257
Chapter Eight: Company Four—Monochromatic Inc, a Modern Company	260
About the Context of Monochromatic Inc	260
Participants from Monochromatic Inc.	268
General Operations	278
Onboarding Strategies and Procedures for Immigrants	285
Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences	296
Concluding Thoughts: The Future of the Company	305
Chapter Nine: Comparison and Patterns Across Companies.....	308
Participants From Across Companies.....	309
General Operations	318
Onboarding Strategies and Procedures for Immigrants	326
Perceptions of the Company and Their Onboarding Experiences	342

Concluding Thoughts: The Future of the Companies.....	352
Chapter Ten: Discussion.....	355
Answering the Research Questions	355
Patterns That May Predict Retention in the Workplace and the Community.....	387
Theoretical Model.....	397
Chapter Eleven: Conclusion	401
Implications to Practice, Training and Teaching	401
Implications for Research and Theory	409
Limitations	414
Suggestions for Future Research	416
References.....	419

List of Figures and Tables

Figure 1. Bienvenue Onboard I- An Onboarding Model for Immigrant Workers.....	399
Figure 2. Bienvenue Onboard II- An Onboarding Model for Temporary Foreign Workers	400
Table 1. Keyword Search Terms	22
Table 2. Data Used to Answer RQs	85
Table 3. Headings Used to Answer RQs	Error! Bookmark not defined.
Table 4. Population, Demographics, and Immigration	93
Table 5. Cost of Housing Compared to Montreal.....	95
Table 6. Services Available in the Communities.....	97
Table 7. Integration Service Providers and Amenities	100
Table 8. Company Characteristics	101
Table 9. Physical Layout and Amenities	103
Table 10. Immigrants' Personal Profile.....	105
Table 11. Immigrants' Professional Profile.....	106
Table 12. Locals' Personal Profile	108
Table 13. Locals' Professional Profile	109
Table 14. Onboarding Strategies and Patterns.....	327
Table 15. Practices with Potential Predictive Value for Workplace Retention	391
Table 16. Onboarding Practices with Potential Value for Community Retention.....	394
Table 17. Behaviours with Potential Predictive Value for Workplace Retention	396

List of Terminology

CÉGEPS: College of Professional and General Teaching, which offer grade 12 and the first year of university, as well as vocational and technical programs, like colleges elsewhere in Canada and community colleges in the United States.

Gateway Locations: The three Canadian cities that attract 61% of immigrants: Montreal, Toronto, and Vancouver.

Manufacturers: Companies who physically or chemically transform substances to create new finished or unfinished products.

Non-gateway locations: Cities and towns outside of Montreal, Toronto and Vancouver that attract fewer immigrants.

Onboarding: the strategies used by employers to successfully attract, integrate, and retain workers.

Small to medium enterprises (SMEs): Companies with fewer than 500 employees.

Chapter One: Introduction

The purpose of this chapter is to identify the issue explored in the present study and highlight its importance. This chapter has three sub-sections that will describe the: i) context, ii) research purpose and vi) research questions.

Context

Despite the Covid-19 pandemic, Canada has remained the fastest-growing country compared to its counterparts in the group of seven largest democratic industrialised countries that include France, Germany, Italy, Japan, the United Kingdom, and the United States of America (Statistics Canada, 2022a). Yet it is experiencing a labour shortage with over one million jobs to be filled (Statistics Canada, 2023a), low unemployment rates of 5.2% (Statistics Canada, 2023b), with rates as low as 1.7% in certain areas (Québec International, 2023).

This shortage of employees is particularly pronounced among small to medium enterprises and is exacerbated in the manufacturing sector (Business Development Bank of Canada [BDC], 2018, Statistics Canada, 2022b). Small to medium manufacturing enterprises (SMEs) are companies with 1 to 499 employees (Global Affairs Canada, 2019) who physically or chemically transform substances to create new finished or unfinished products (Industry Canada, 2020). They manufacture diverse products including, but not limited to machinery, transportation equipment, furniture, chemical products, food products and paper products. Furthermore, amongst SMEs, manufacturers alongside construction and accommodation and food services are experiencing the most difficulty recruiting and retaining skilled workers (Statistics Canada, 2022b): that is individuals with managerial, professional or technical and trade skills (Immigration, Refugee, Citizenship Canada [IRCC], 2020a). Professions representative of such skills include: designers, engineers, managers, programmers, researchers, tradespeople, and technicians (BDC, 2018).

Small and Medium Enterprises and Manufacturers

As SMEs in general and manufacturers, in particular, make significant contributions to the economy, this employee shortage can have a negative impact on the broader Canadian economy. SMEs represent 99.8% of all Canadian companies (Global Affairs Canada, 2019), 50.4% of the gross domestic product in 2019 (Innovation Science and Economic Development Canada, 2022, previously Industry Canada), almost 90% of the private sector workforce and 41.9% of all Canadian exports (Global Affairs Canada, 2019). By extension, manufacturers represent 68% of Canadian goods exports (Industry Canada, 2020). Moreover, manufacturers and SME manufacturers are the companies credited with driving innovation as well as the advancement of technologies and processes to produce their goods which in turn, attract foreign investment (Industry Canada, 2020) and help Canada remain competitive on the international stage. For these reasons, helping SMEs in general and particularly SME manufacturers, to thrive is essential to Canada's economic growth.

The Canadian Workforce: A Shrinking and Ageing Population

However, the current Canadian growth rate and ageing population is unable to sustain Canada's skilled workforce needs. Since the baby boom, the natural birth rate has steadily decreased from 3.94 to 1.54 children per woman (Statistics Canada, 2018a) reflective of a population growth rate of 1.1% (Statistics Canada, 2020a). In addition, the average age of Canada's existing population has increased in the past 20 years from 37.3 to 41.4 years of age (Statistics Canada, 2020a). This decrease in birth rate and ageing population contrasts sharply with an economy growing annually by 2.2% between 2013 to 2018 (Conference Board of Canada, 2018). Put simply, Canadian demographics are unable to sustain the Canadian economic and labour needs.

Immigration Jurisdiction and Initiatives to Address the Shortage of Workers

This demographic and labour disparity have federal and provincial and territorial governments looking towards immigration to bridge the labour gap using their respective jurisdictional powers. Historically, the federal government has had full jurisdiction over immigration in Canada, but this has shifted towards shared jurisdiction in the last thirty years. Starting with the province of Quebec in 1978 (Conference Board of Canada, 2019), provinces and territories have individually negotiated agreements with the federal government concerning the sharing of immigration powers that represent specific territorial and provincial needs (IRCC, 2018a). As a result, jurisdiction sharing and strategies to attract immigrants differs across provinces and territories. In some cases, the federal government establishes selection criteria for both refugees and economic migrants, skilled workers with managerial, professional, or technical and trades skills (IRCC, 2020a), other provinces and territories have the power to identify and select a pre-determined number of economic migrants while others have their own immigration selection criteria, policies, and ministry.

Federal Government Immigration Strategy. Despite jurisdictional variation and sharing of power the federal government's strategy to meet the market demand of skilled labour, workers with managerial, professional, or technical and trades skills (IRCC, 2020a), has been to annually increase the number of economic migrants, skilled workers, admitted to Canada as permanent residents (IRCC, 2018b). Previously, between 2009 to 2012 the objective was to admit annually 240,000 to 265,000 permanent residents, of which 150,000 to 161,000 of those migrants, roughly 60%, were economic migrants (Statistics Canada, 2015). The annual permanent resident objective has increased to 500,000 by 2025 (IRCC, 2022a). Furthermore, should the proportion of economic migrants continue to be roughly 60%, then the annual intake of economic migrants

alone, excluding other categories such as family reunification and refugees will be equal to the total annual immigration intake objectives from a decade ago.

Importance of Immigrants. Immigration is the primary source sustaining the country's economic growth and social well-being (IRCC, 2018a). Immigration to Canada represents 70% of population growth which will rise to 100% by 2034 should the current low and decreasing birthrate persist, and accounts for 90% of the labour market growth in certain areas of the country (Conference Board of Canada, 2018). For these reasons Canada is increasing yearly immigration rates. However, this strategy presents two challenges: immigrant settlement patterns and socio-economic integration, which consists of gaining employment in a domain reflective of an individual's training and skill set, accessing integration resources such as language training, social and professional networking in their communities and respecting Canadian laws (IRCC, 2017).

Challenges. Despite the large immigrant intake in Canada, economic migrants disproportionately settle in larger localities causing labour disparities. More specifically, it has been documented that in 2021 that 53.4% of economic migrants and their immediate family members settled in three cities: Montreal, Toronto and Vancouver, referred to as 'gateway locations' (IRCC, 2018d). This concentrated immigration settlement pattern witnessed in metropolitan cities across developed and developing countries exerts pressure on larger localities' ability to provide various services such as affordable and social housing, integration services, medical services, childcare services, and pressure on existing urban infrastructures including roads, transportation and utilities (World Economic Forum, 2017). Furthermore, smaller localities, such as those outside of the gateway locations of Montreal, Toronto

Vancouver, in addition to at times lacking the social services required for the socio-economic integration of immigrants, continue to struggle with a workforce shortage.

In addition to immigrants disproportionately settling in three ‘gateway’ locations and the labour disparities this creates, economic migrants struggle to economically integrate, gain employment representative of their skills. Although recent statistics indicate that the employment gap between immigrants and Canadian-born citizens has decreased there is also an indication that their skills are not being utilized to their full potential (Statistics Canada, 2022c). Moreover, the Covid-19 pandemic lockdowns had a greater impact on immigrant employment and finances than their Canadian-born counterparts (Statistics Canada, 2022d). As such, there is a need to improve these outcomes even more so as the immigrant intake objectives have increased.

Economic migrants struggle to gain employment representative of their skills in the first five to 10 years upon arrival (Statistics Canada, 2018b) for several reasons. This struggle is attributed to some or all of the following: i) the non-recognition of a foreign education and professional credentials (Godin, 2008; Krahn et al., 2005), ii) immigrants' lack of professional networks to access jobs in their field (Arcand, et al., 2009; Hakak et al., 2010), iii) lack of local language skills (Béji & Pellerin, 2010; Bélanger & Vézina, 2017; Guo, 2013) and iv) human biases (Aslund et al., 2014; Boudarbat, & Grenier, 2017; Cousineau, & Boudarbat, 2009; Vatz-Laaroussi, 2015). Consequently, there is an important lag in a countries’ ability to reap the full fiscal potential of economic immigrants.

There is an additional growing segment of immigrants to fill the labour shortage which may also represent a missed opportunity. Employers who may demonstrate to the government that they struggle to find qualified Canadian citizens may recruit temporary foreign workers.

Temporary foreign workers are non-Canadian nationals recruited by Canadian companies from within or outside of the country to fill a position for a limited period, with the possibility of renewing the work permit (Employment and Social Development Canada, 2023). Evidence that employers are increasingly turning towards temporary foreign workers is the increase of this category from 110,000 on the territory in 2000 to 770,000 in 2022 (Statistics Canada, 2022c). Furthermore, these workers are increasingly and more quickly acquiring permanent residence status (Statistics Canada, 2022c). This group of workers may help to fill the gap in non-gateway communities temporarily as there is no guarantee that they remain with their original employers or in the non-gateway communities once they have obtained permanent residence.

Provincial Jurisdiction and Regionalization Strategies. In Canada, immigration is a concurrent or shared power between the federal and provincial governments (Intergovernmental Affairs Canada, 2018). To address geographic disparities, pressures and economic integration of immigrants, individual provincial governments have negotiated immigration selection agreements with the federal government to attract immigrants to non-gateway locations. The intent of these provincial immigration programs is to ease the pressure on gateway locations, improve the economic and demographic development of smaller localities, access to existing services and improve immigrant economic integration (Carter, et al., 2008).

However, settling in non-gateway locations may pose additional challenges for immigrants. Additional challenges in non-gateway locations include: local economic conditions, access to social services and amenities such as transportation, housing, healthcare, educational institutions and other integration support services (Bonikowska, et al, 2017; Brown, 2017; Carter et al., 2008; Williams et al., 2015; Teixeira & Drolet, 2018). Integration support services are particularly important in contexts where newly arrived immigrants do not have family or a co-

ethnic community, individuals from the same country or culture, to whom they could turn for support. Due to the additional challenges, efforts to attract and retain immigrants to non-gateway locations have succeeded to varying degrees. Two programs that have involved the employers in the process include Manitoba's provincial nominee program and Quebec's Arrima program.

Manitoba Provincial Nominee Program. Manitoba established its own provincial nominee program to improve the attraction and retention of immigrants to the province as a whole and to smaller towns and cities across the province. The program integrated eight paths to immigration, one of which allowed Manitoban employers, located outside of the Manitoba capital region of Winnipeg, to recruit and tentatively hire immigrants directly from their country of origin. This policy was implemented in the late 1990s and attracted approximately 108,000 employer-matched immigrants and 90% were retained (Canadian Citizenship and Resource Centre, 2019). Furthermore, 20% of the 90% were in regional communities (Province of Manitoba, 2017). Furthermore, Manitoba as an immigration destination increased from 1.7 to 4% of Canada's total immigration rate (Carter et al., 2008). The program was not without its challenges such as a lack of funding for immigrant integration service centres, ill-trained service providers, immigrants originating from a select number of countries and immigration brokers exploiting potential migrants (Lewis, 2010).

The Quebec Context, Immigration, and the Arrima Program. Quebec was the first province to initiate joint jurisdiction with the federal government over immigration. Before examining the immigration policies, this section will first describe the province's unique linguistic and cultural context that frame Quebec's immigration policies and the current labour needs exerting pressure on the immigration system.

Linguistically, Quebec is the only French jurisdiction in North America. French represents a majority in the province but a minority in the wider geographic context where neighbouring jurisdictions are all primarily or exclusively English. This linguistic paradox is rooted in the colonial history of the continent. In short, for approximately two centuries, following the British conquest of North America in 1759 through Canada's Confederation in 1863 and until the 1960s, English was the language of business and politics (Donovan, 2015). As such, English was a requirement for upward socio-economic mobility and the language of choice among immigrants. This context bred sentiments of disenfranchisement and fears of becoming a minority among French-speaking Quebecers. Thus, creating a sentiment that special measures are required to protect the French language. In 1960 this, and other political factors, culminated in a non-violent political transformation in the province, dubbed the 'Quiet Revolution', and the emergence of French nationalist sentiments and politics (Durocher, 2013).

This context resulted in the enactment of policies designed to protect the French language, policies that continue to shape Quebec politics today. First, in 1968, Quebec established the first provincial immigration ministry (Conference Board of Canada, 2019) with the intent to attract French-speaking immigrants. Second, in 1977, to reinforce the French language Bill 101 was passed mandating, with few exceptions, French as the language of public life to be used in the workplace, for communication, advertising, and the language of instruction for children (Légis Quebec, 2020). As a result of these legislative measures French, a minority language in Canada, continues to be spoken by the majority of Quebecers (Canadian Heritage, 2019).

Language legislation, Bill 101, was amended in 2018 with Bill 96 after the election of a nationalistic government, the Coalition Avenir Quebec. Bill 96 further mandates the use of the

French language and limits the use of English. Yet, after the tabling and passing of Bill 96, census data emerged indicating that between 2016 and 2021 the use of French had increased in Quebec households (Statistics Canada, 2022e). Despite these statistics, the government is still pressing forward with its efforts to enact Bill 96 which emphasizes French as the official language. They argue that because the same census data reported fewer people identify French as their mother tongue, the language is declining.

In addition to the unique linguistic context, culturally Quebec is the only Canadian jurisdiction to adopt interculturalism as an integration model while the remainder of Canada follows the multiculturalism model. Interculturalism is described by Gérard Bouchard a Canadian historian and sociologist as "... an integrative pluralism, which balances the promotion of the French language and culture as foundational to Quebec with recognition of the rights of ethnocultural minorities within this larger whole and their contribution to it" (Schweitzer, 2017). Multiculturalism is a model "...ensuring that all citizens keep their identities, take pride in their ancestry and have a sense of belonging" (Canadian Heritage, 2023). Multiculturalism has been described by some Quebec politicians as ineffective in preserving the unique French language and culture of Quebec because it gives minorities privileges that supersede those of the majority (Howard-Hassmann, 2018).

However, the political discourse and policies surrounding interculturalism have also been criticized and raised questions about what constitutes Quebec culture, values, and minority rights in the province. This debate was sparked with the tabling of Bill 60, in 2013, and again with Bill 21, which passed in 2019. These Bills sought to re-affirm equality between men and women and secularism in Quebec by banning public servants, teachers, and police officers, from wearing religious symbols described as 'conspicuous'. These specifically included the hijab, yarmulka

and turbans. As a result, Quebec interculturalism has been criticized as "...coercive integration of minority groups into pre-existent collectivity" (Howard-Hassmann, 2018, p. 114).

While these linguistic and cultural policies frame Quebec's immigration system there are also pervasive labour shortages exerting pressure on it. Quebec is the second province with the greatest labour shortage in Canada and struggling to attract and retain skilled talent, particularly in non-gateway locations. Immigration to Quebec in 2017 represented 32.8% of the Canadian aggregate (Statistics Canada, 2018b) and with 85.5% of immigrants moving to the Greater Montreal area that includes: the island of Montreal, Laval, Brossard and Longueuil (Ministère de l'Immigration de la Francisation et de l'Intégration [MIFI], 2023a). However, between 2008 to 2017 there was a significant level of outmigration, with 31.7% of economic immigrants no longer residing in the province (MIFI, 2019a). This level of outmigration is higher compared to its Ontario and British Columbia counterparts (Boudarbat & Grenier 2017), where the two other gateway cities of Toronto and Vancouver are located.

To address the linguistic, cultural, and labour shortage concerns, Quebec has taken a two-pronged approach to attract, integrate and retain immigrants to the province. First, the provincial government, Coalition Avenir Quebec, maintained the annual number of permanent residents admitted at 50,000 (MIFI, 2023c) to improve their capacity to integrate those incoming immigrants. This despite previous debate on whether to decrease that number to 40,000 per year (Jedwab, 2021) or increase it to 60,000 under the condition they all demonstrate French language proficiency (MIFI, 2023b).

Second, to attract skilled labour and to improve non-gateway retention, a skills-matching tool named 'Arrima' was put into place (MIFI, 2021a). The program took effect in February 2020 and resembles the Expression of Interest tool used in New Zealand, Australia and by the

Canadian federal government. This tool processes immigrants based on host country language proficiency, level of education and employment history. Emphasis is placed on whether applicants' skills are in demand on the job market and incorporates a job matching platform for employers. Matching immigrant employees to employers prior to immigration is expected to decrease the skill gap between immigrants and the job market thus improving economic integration and retention. However, this strategy of skills matching raises concerns about immigrants' long-term viability in the job market. According to a Business Development Bank of Canada report, non-gateway SMEs struggling to recruit employees are in manufacturing and construction (Business Development Bank of Canada, 2018). These industries require individuals with B-level skills, meaning technical and trades skills acquired through a college diploma or C-level skills, a post-high school job-specific training (IRCC, 2020a).

Current Context: Immigrants in the Wake of the Covid-19 Pandemic

Currently, immigrant workers and employers alike are facing increasingly uncertain times. Globally and in Canada, the Covid-19 pandemic had the greatest negative impact on immigrants and visible minorities as they were over-represented in jobs with higher levels of exposure to Covid-19, loss of employment and reduced work hours such as the food and accommodation services (Organization for Economic Cooperation and Development [OECD], 2020; Statistics Canada, 2020b). This raised questions about re-skilling and disparities that have been renewed with the rise of artificial intelligence. Moreover, employers are struggling with the worker shortage and employee retention despite the increasing immigrant intake numbers. This situation highlights the importance of understanding what strategies may be used to improve the attraction, integration and retention of immigrant workers, particularly in SMEs that are facing the greatest shortage of workers.

Onboarding

According to Human Resource Development, one strategy to improve the economic integration of workers is workplace onboarding. Workplace onboarding is the program and strategies used by organizations to recruit, train, and retain new workers and is credited with improving an organization's ability to attract and retain new workers (Feldman, 1976; Van Maanen & Schein, 1979). Research in this field seeks to identify the strategies used by organizations and newcomers to help new employees adjust to their new organization and job and the efficacy of those strategies.

The Fiscal Importance of Onboarding. In addition to contributing to improving economic integration and reducing the economic disparity between different groups, onboarding also has fiscal benefits for companies and countries experiencing a shortage of workers and an ageing workforce. The departure of employees may represent replacement costs of up to 40% of individual employees' salary (Canadian Business, 2015). Therefore, effectively onboarding new employees may minimize costs associated with turnover and prevent SMEs from losing contracts, which stifles the company's growth and that of the country's GDP. For these reasons, knowledge development in the field of onboarding, as it pertains to immigrant and non-immigrant employees in non-gateway SMEs is required.

Onboarding Models. Onboarding, also referred to as organizational socialization in the literature, has two foundational models. The most frequently referenced model (Batistič & Kaše, 2015) identifies six binary organizational practices to onboard new employees that are grouped into three categories (Jones, 1986; van Maanen & Schein, 1979):

Context tactics:

- i) Collective or individual tactics (socializing newcomers in groups or individually)
- ii) Formal or informal (formal training program or on the job training)

Content tactics:

- iii) Sequential or random (the stages and activities are articulated to newcomers or not)
- iv) Fixed or variable (the timeframe for each stage and activity are articulated or not)

Social tactics:

- v) Serial or disjunctive (newcomers receive a role model or not)
- vi) Investiture or divestiture (organizational insider support or no support)

The former of each pair leads newcomer employees to conform to organizational norms and improves their retention, while the latter leads employees to define their role for themselves, which may diverge from organizational norms and as a result decrease retention (Jones, 1986). Furthermore, empirical research identifies social tactics, the provision of a role model and support from colleagues and superiors, as the most influential (Saks et al., 2007).

The second model, the contingency theory of socialization Feldman's (1976), conceptualizes onboarding as three stages. The first stage, anticipatory socialization, is when the company and new employee learn about one another, the skills, and resources available and necessary to make a good fit. Second is accommodation where the organization and new employee work towards developing a common understanding of the job, the tasks associated, assessment and acceptance by the work group. The third stage, role management, is working towards resolving or managing conflicts that come with the position and the new employee's personal life. Each stage influences an employee's: i) general satisfaction, ii) feeling and ability to contribute to the work, iii) intrinsic motivation and iv) feelings of personal commitment to the job. The second stage, accommodation, is the most influential whereby developing a common understanding of assessment and acceptance into the work group impacts general satisfaction and

feelings of being able to contribute to the work. This finding reiterates the importance of social integration, also identified in the organizational socialization model.

However, this model diverges from organizational socialization as it adopts an interactionist approach. An interactionist approach is one where successful onboarding depends on both organizational tactics and new employees' behaviours, which is widely accepted across the literature (Ashforth, et al., 2007; Nguyen et al., 2020). Empirical literature documents new employees' proactive behaviours to improve onboarding outcomes, which include information seeking, seeking performance feedback, networking, and building relationships (hired graduates, have previous work experience (Cooper-Thomas et al., 2011), and adopting multiple role models (Filstad, 2004). Research also suggests that proactive behaviours adopted by an employee depends on whether they are newly hired graduates, have previous work experience (Cooper-Thomas et al, 2011), their contract length (Benzinger, 2016), personal character traits (Fang et al., 2011) and if they represent a minority within the industries (Atzori et al., 2008).

Onboarding Immigrants. Different groups of new employees face different challenges when beginning a new job and consequently will have different proactive behaviours and onboarding needs. This is the case for new employees who are immigrants, whose challenges are twofold: adapting to a new workplace and grappling with a new socio-cultural context. Consequently, some of the unique challenges faced by immigrants may include: i) host country language proficiency, ii) non-recognition of foreign education and professional credentials, iii) the choice of proactive behaviours iv) the attitudes of existing employees; v) attitudes of the local community and vi) access to local public and private services for themselves and accompanying family members.

Despite the specific needs of new immigrant employees, the literature has predominantly focused on other groups of newly hired employees in a particular context. Onboarding research participants are primarily newly hired graduates and highly skilled workers belonging to Canada's National Occupation Classification zero, management positions, and A, professional positions (IRCC, 2020a). Furthermore, onboarding research has been predominantly conducted in large and multi-national corporations or all company sizes. Therefore, questions remain concerning the specific onboarding needs of new immigrant employees with technical or trade skills hired by small to medium enterprises in non-gateway locations.

Research Purpose

The purpose of this study was to explore onboarding practices provided by non-gateway SME employers, perceptions of those practices and perceptions of immigrant skills and training needs. The study asked SME employees from across ranks and departments to describe their involvement and experiences with onboarding immigrants, the challenges they faced and the perceived skills and training needs of immigrant employees. The study also asked immigrant employees to describe their experiences and perceptions of employers' onboarding practices and their own perceived skills and training needs. This study reveals similarities and discontinuities between the two and helps develop a situated learning human systems process to support non-gateway SME employers, who represent 54.2% of our gross domestic product, in attracting, hiring and retaining immigrant employees who represent a central source of labour growth and who continue to struggle to gain employment.

Research Questions

1. What onboarding strategies do non-gateway manufacturing SMEs use to recruit train and retain immigrant employees with technical or trade skills?

2. What are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?
3. How do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?
4. What are non-gateway manufacturing SMEs perceptions of government policies, and the immigrant integration services available to them and what additional support do they need to successfully onboard immigrant employees with technical or trade skills?
5. What are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

The rest of this dissertation addresses these research questions. Chapter Two situates this dissertation in the literature and presents the theoretical orientation framing it. Chapter Three presents the research methodology. Chapters Four through Nine present the results. Chapter Ten answers the research questions. Chapter Eleven concludes the dissertation.

Chapter Two: Literature Review

The purpose of this chapter is to situate the present study in the wider body of literature. It consists of three sub-sections: i) the theoretical orientation, ii) the literature search and selection and iii) a discussion of the five themes and gaps identified within that body of literature.

Theoretical Orientation

The present study examines workplace onboarding, the program and strategies used by organizations to recruit, train, and retain new workers (Feldman, 1976; van Maanen & Schein, 1979). These programs and strategies involve learning that takes place within companies that each have a unique history, goal and character. For these reasons, two theories frame the present study: situated learning theory and systems theory. Below is a description of the main elements of each theory. They will be revisited in the methodology chapter to describe their relationship to the theoretical framework of the study and their application.

Situated Learning Theory

According to situated learning theory, learning occurs when people interact while collaborating on everyday activities (Lave & Wenger, 2011). In the workplace, everyday activities are employees' roles and responsibilities and are characterised by a specific set of group norms, behaviours, and processes. Everyday activities serve to transmit two forms of information to new group members: information concerning the skills required to complete a task and the group norms guiding how the task is completed. This process of learning is transformational for new members who learn new skills and develop a new identity as they become part of the group. It is also transformational for existing members who share their experiences with new members during collaborative activities and there is a negotiation between

the two to reach a common understanding of task performance. The development of a shared understanding shifts the identity of existing members as they make place for new members.

Situated learning theory calls new members of an organization ‘legitimate peripheral participants’ and experienced members belonging to a ‘community of practice’. As legitimate peripheral participants learn the beliefs and behaviours of the community of practice, through authentic activities, they move from the periphery to the center of the community of practice.

The four key tenets of the theory are:

1. “The internalization of the cultural given” (Lave & Wenger, 2011, p. 47): learning is the process of socio-cultural transformation for both legitimate peripheral participants and members of the community of practice.
2. “The participation in social practice” (Lave & Wenger, 2011, p.49): authentic activities create opportunities for legitimate peripheral participants and members of the community of practice to socially co-construct knowledge as they negotiate and re-negotiate the meaning of the activities, they are engaged in.
3. “Person and identity learning” (Lave & Wenger, 2011, p. 52): learning is the continual construction of new identities. New identities are developed based on the activities, tasks and functions learners must perform. However, those activities, tasks and functions are embedded in a broader system of human relationships and as those relationships change so does the identity of legitimate peripheral participants and members of communities of practice.
4. “The social world” (Lave & Wenger, 2011, p. 53): learning occurs within a socio-political context that is interconnected with the economic world and those relationships need to be examined.

Apprenticeships across various contexts including Yucatec midwives, naval quartermasters, meat cutters, Vai and Gola tailors and non-drinking alcoholics are used to demonstrate the importance of the process of learning, over the contents of learning, for newcomers to become members of the community of practice.

Systems Theory

The second theory framing the present study is systems theory from a Human Resource Development perspective. This perspective was selected because the areas of training in onboarding encompass those of Human Resource Development, which are: training and development, organization development, career development and coaching (Carliner, 2013).

Systems theory from a Human Resource Development perspective posits that all organizations are systems consisting of four components that influence one another cyclically (Weinberger, 1998):

1. Inputs: the organizational goals and resources available to achieve the goals.
2. Process: the activities that employ the inputs.
3. Outputs: the results of the inputs and processes put into place and
4. Feedback: output information that maintains existing inputs or feed-forward which is output information that changes the choice of input.

From this perspective, to improve organizational performance, one must identify how each sub-system is related, how they interact and ultimately each contribute to the current situation (McGuire, 2014; Senge, 2006). Systems theory requires examining the perspective of several individuals from a single institution and across institutions to understand the whole. An antecedent of Human Resource Development's perspective of systems theory is the field of Human Performance Technology which provides important insights for this study.

According to Human Performance Technology, disruption and change within society are more frequent and companies must be prepared to adapt quickly (Rummler & Brache, 2013). Adaptation from a Human Performance Technology standpoint is not a single event but rather an ongoing process where the key variable is management. Management is responsible for managing performance at three levels (Rummler & Brache, 2013):

- i. The organizational level. Organizations are perceived vertically, meaning visual representations of a company includes the executives, departments, and reporting managers. Human Performance Technology conceptualizes organisations horizontally, whereby the visual representation includes customers, products or services and the workflow used to produce and deliver the product or service.
- ii. The process levels. Management of the workflow between departments.
- iii. The job and performance level. Management of hiring, promotion, job responsibilities, standards, feedback, rewards, and training.

Within this framework, onboarding effectiveness is intertwined with company goals, design, and management, across the three levels but onboarding is developed and implemented at the job and performance levels.

Literature Search and Selection for Review

Due to the intersectional nature of the present study, the literature selected was situated within two fields: onboarding and immigrant economic integration. First, the field of onboarding was selected because the purpose of this study is to develop a grounded model for onboarding immigrants into Small and Medium Enterprises (SMEs) in non-gateway cities. Literature in this field will serve as the theoretical foundation underpinning an immigrant onboarding model and will provide insight into previously identified and studied onboarding activities. The two sub-topics investigated were:

- onboarding new employees and immigrants
- organizational socialization of new employees and immigrants

As a result of what was learned from onboarding and organizational socialization, the search was expanded to include a third sub-topic: diversity training.

The second body of literature selected is immigrant economic integration. This study will seek to understand the specific economic integration challenges and needs of immigrants. Immigrants represent a significant source of labour and population growth in countries such as Australia, the United States and Canada and. Yet immigrants have higher rates of unemployment, and they disproportionately move to Montreal, Toronto, and Vancouver (Statistics Canada, 2022f) despite the significant labour shortages that continue to grow in small to medium enterprises across Canada and particularly in non-gateway locations (Labour Market Information Council, 2020). As such, the sub-topics examined included:

- immigrant economic integration
- immigrant economic integration in non-gateway locations
- immigrant redistribution policies

To identify and collect the literature the following steps were followed:

1. Concordia University's library 'CLUES' catalogue was used to search across all databases.
2. Keywords were searched using the Boolean operators 'OR' and 'AND' separately and in combination for the fields described below in Table 1.

Table 1*Keyword Search Terms*

Immigrant Economic Integration	Onboarding	Socialization
Canada	Onboarding	Organizational socialization
United States of America	Formal onboarding practices	content
Quebec	Informal onboarding practices	Organizational socialization practices
Australia	Onboarding strategies	Organizational socialization
United Kingdom	Onboarding content	tactics
Immigration	Onboarding tactics	Small and medium
Social integration	Socialization	enterprises
Economic integration	Small and medium enterprises	Employee socialization
Employment	enterprises	tactics
Redistribution	New employee development	Immigrants
Regional distribution	Employee integration	Small and medium
Immigration retention	Retention	enterprises
Second tier cities	Job satisfaction Orientation	New employees
Third tier cities	Immigrants	
Rural areas	On the job training	
Provincial nominee program	Satisfaction	
Job satisfaction	Proactive behaviours	
Small and medium enterprises		
Intégration socio-économique		
Intégration économique		
Insertion économique		
Québec		
Immigration		
Marché de travail		

3. Literature was selected for a staged review if it met the following inclusion criteria:
 - a. Full text articles published in peer reviewed journals.
 - b. Articles examining workplace onboarding and organizational socialization of new employees and immigrants. Students in education institutions, internships and expatriates were excluded as the experiences reflect a different power relationship, objective, and support mechanism.

- c. Articles examining immigrant challenges of economic integration in non-gateway locations or smaller localities and small to medium enterprises and government policies for redistribution.
4. A staged review of literature was conducted by reading the title, abstract and an in-depth review. During the reading process, in-text citations were used to identify additional articles related to onboarding, organizational socialization, and immigrant socio-economic integration in non-gateway locations.

The literature was organized into a matrix documenting eleven features. The features identified across all articles were: i) year, ii) discipline, iii) theoretical perspective, iv) primary concept of the article, v) geographic location, vi) sample, vii) methodology, viii) RQs, ix) main findings, x) recommendations and xi) future research. Based on this matrix the literature was grouped into themes.

Five Emerging Themes

The literature identified was grouped into five themes. The first theme addresses onboarding models, strategies, needs and recommendations. The second theme examines the challenges of immigrant economic integration in gateway and non-gateway locations. The third theme investigates locals' perceptions of immigrant workers. The fourth is economic integration policies and integration services provided to non-gateway location employers. The final theme explores immigrant workers' perceptions of non-gateway locations and employment.

Theme 1: Onboarding Models, Strategies, Needs and Recommendations

Onboarding is the program and the strategies used by organizations to improve the recruitment, training, and subsequent retention of new workers (Feldman, 1976; Van Maanen & Schein, 1979). Research in this field seeks to identify the strategies used by organizations and newcomers in the workplace integration process and the efficacy of these strategies.

Models. There are two foundational onboarding models in the literature: organizational socialization (Van Maanen & Schein, 1979) and contingency theory of organizational socialization (Feldman, 1976).

Organizational Socialization. Van Maanen and Schein's (1979) organizational socialization model, which is most frequently cited in the literature (Batistič & Kaše, 2015), identifies company onboarding strategies and their efficacy. The model identifies six binary organizational strategies to onboard new employees. The six strategies are grouped into three categories (Jones, 1986):

Context tactics:

- i) Collective or individual tactics (socializing newcomers in groups or individually)
- ii) Formal or informal (formal training program or on-the-job training)

Content tactics:

- iii) Sequential or random (the stages and activities are articulated to newcomers or not)
- iv) Fixed or variable (the timeframe for each stage and activity is articulated or not)

Social tactics:

- v) Serial or disjunctive (newcomers receive a role model or not)
- vi) Investiture or divestiture (organizational insider support or no support)

The former of each pair, referred to as institutionalized tactics, leads new workers to conform to organizational norms and improves their retention. The latter of each binary pair, known as individualized tactics, leads new workers to define their role in a company based on their personal understanding of the organization and decreases new worker retention (Jones, 1986). In sum, according to this model, the most effective way to onboard is by developing a formal training program where the timeline, steps and activities are identified and communicated

to new employees who are grouped together for the training. Supervisors and colleagues are part of the onboarding and provide support in learning about the new role and act as role models.

Contingency Theory of Organizational Socialization. This model diverges from organizational socialization as it adopts an interactionist staged approach. An interactionist approach is one where onboarding is a two-way process where success is determined by both company and new employees' behaviours. Interactionism is widely accepted across the literature (Ashforth et al., 2007). Furthermore, Feldman (1976) theorized those new employees progress through three onboarding stages with specific variables predicting their progression and identifies four outcomes of onboarding.

The first stage, anticipatory socialization, is when the company and new employee learn about one another, the skills, and resources available and necessary to make a good fit. Second is accommodation where the organization and new employee work towards developing a common understanding of the job, the tasks associated, assessment and acceptance by the work group. The third stage, role management, is working towards resolving or managing conflicts that come with the position and the new employee's personal life. Each stage influences an employee's: i) general satisfaction, ii) feeling and ability to contribute to the work, iii) intrinsic motivation and iv) feelings of personal commitment to the job.

Feldman (1976) investigated how the 'accommodation' variables influence 'outcome' variables general satisfaction, mutual influence, internal work motivation and job involvement. Participants were new employees working in a hospital setting in the following roles: doctors, engineers, registered nurses, nurse's aides, orderlies, tradesmen, and accounting clerks. He found that the outcomes general, satisfaction and mutual influence, are affected by the accommodation variables initiation to the group, congruence, and evaluation. In other words,

when new employees feel accepted by their peers and managers, they develop an understanding of their role corresponding to their superior's perceptions. As a result, newcomers are empowered to seek support and share their ideas, which improves task performance and feelings of general satisfaction. Furthermore, employees in lower-level positions, such as tradesmen and accounting clerks, attain role clarity more easily than those in higher-level jobs such as doctors or nurses but the latter had stronger motivating and job involvement potential than the former. These findings indicate that onboarding employees into roles with lower levels of complexity is more challenging and requires additional strategies to improve retention.

There exists a contrast in how onboarding is theorized and depicted from a Human Resource Management perspective and from a Human Resource Development perspective. Feldman's (1976) and van Maanen and Schein's (1979) models of organizational socialization come from a Human Resource Management perspective, which is defined as "the framework of philosophies, policies, procedures and practices for the management of the relationship that exists between an employer and workers" (Wilton, 2016, p.4). In contrast, Human Resource Development is the improvement of individual and organizational effectiveness through three specific Human Resource activities: training and development, career development and organizational development, (McLagan, 1989). From this perspective, Holton (1996) theorized and depicted organizational socialization as a cyclical process that is ongoing in his new employee development integrated systems model. This model states that new employees are engaged in three organizational socialization interventions: orientation, training, and an introduction to the workplace. In each of these three interventions, newcomers must learn about four domains: the individual, people, the work task, and the organization. In total newcomers are exposed to twelve learning tasks and learning occurs in a non-linear, ongoing fashion. Moreover, Holton

(1996) explains that although organizational socialization is presented by other authors as linear, this is not consistent with research in the field. Despite this observation, cyclical models do not appear to have much uptake in the literature.

Company Strategies. Management literature has investigated how van Maanen and Schein's (1979) institutionalised and individualised tactics impact new employee adjustment. Substantial quantitative literature has investigated and documented the impact of using institutionalised or individualised tactics on role orientation, on adjustment variables such as role clarity, task-mastery, self-efficacy, social acceptance, mutual influence and outcomes variables such as organizational commitment, embeddedness, turnover, person-organization-fit and performance (Allen, 2004; Allen & Meyer, 1990; Allen & Shanock, 2013; Anakwe & Greenhaus, 2000; Ashforth et al., 1998; Ashforth et al., 2007; Baker & Feldman, 1991; Bauer, et al., 2007; Cable & Parsons, 2001; Chong et al., 2021; Chow, 2002; Kim et al., 2005; Kowtha, 2008; Gruman et al., 2006; Jaskyte, 2005; Jones, 1986; Saks et al., 2007). Despite numerous studies examining the impact of institutionalised and individualised tactics on role orientation, various adjustment variables and outcomes variables the consensus across the studies is that institutionalized social tactics are the most important for successful onboarding. It has also been suggested that socialization is important throughout the entire career span of an employee (Cepale et al., 2021). In other words, prior research has established a link between the availability of onboarding long-term and the extent to which organizations retain talent and the most effective strategy is to provide a structured onboarding that promotes social integration through developmental relationships and support from colleagues and managers and is an ongoing process throughout an employees' tenure.

Developmental Relationships: Mentors, Buddies, Coaches and Role Models. Developmental relationships in the workplace are when senior or seasoned employees are assigned or paired with a junior or new employee to help them develop in their role. They include mentors, buddies, coaches, or role models and are well documented in the literature (D'Abate et al., 2013) for their onboarding efficacy and according to new employees they are perceived as the most helpful strategy (Klein, et al. 2015; Louis et al., 1983).

Although there are numerous advantages to providing developmental relationships there are challenges to be considered. Research indicates that if mentors/trainers and newcomers do not develop a collegial relationship, the interaction will not achieve its intended goals (Bowman et al., 2018; Chevalier et al. 2020). As such, organizational insiders, charged with a developmental relationship, must be carefully selected, trained, and provided explicit criteria as to their goals and responsibilities (Nigah et al. 2012; Ungureanu & Bertolotti, 2020). Should organizations be unable to offer formal developmental relationships an alternative is to promote informal developmental relationships. One way to promote informal developmental relationships is by offering new employees the opportunity to engage in social networking events where they may develop organic relationships with peers in the industry (Bowman et al., 2018). These informal developmental relationships are advantageous because employers do not have to train or manage the relationship. Within a digital era, where workers may be working virtually, virtual workplaces may make it more difficult and time-consuming for developmental relationships to develop (Britto et al., 2020). However, the use of social media applications for communication among workers is a tool that may help overcome this challenge (Cai et al., 2020).

Collegial and Managerial Support. A second way to promote informal developmental relationships is by encouraging collegial support in work teams. Colleagues provide support by

becoming informal or formal mentors and increasing newcomers' sentiment of belonging (Korte, 2009a; Korte, 2015). This is significantly and positively related to organizational commitment and knowledge sharing (Yang & Chen, 2020). Furthermore, collegial support enables new employees to learn what is considered good performance (Cho & Barak, 2008; Hart & Miller, 2005; Ohr et al., 2020; Ostroff & Kozlowski, 1992), better understand their role and the structure of the organization (Ungureanu & Bertolotti, 2020). Strategies to encourage collegial support include grouping employees in teams to work collaboratively on a project, fostering relationships during lunches and social activities outside of working hours, designating existing employees to help new employees socially integrate (Korte, 2009b) or incorporating a 'collegial support' performance appraisal for existing employees (Settoon & Adkins, 1997).

In addition to formal and informal developmental relationships, the literature also identifies managerial support, and by extension leadership practices, as effective institutionalized social tactics. Managerial support leadership have been shown improve newcomers' commitment to the organization (Agarwala et al., 2020; Batra, 2020; Chong et al., 2021), sentiments of career success and job embeddedness (Al-Ghazali, 2020), role adjustment and role innovation (Hu et al., 2020), efficiency (Dwivedi & Chaturvedi, 2020), role performance (Pujiono et al., 2020) and organizational learning (Pujiono et al., 2020). Managerial support mechanisms recommended in the literature include providing frequent and regular interactions with supervisors to provide performance feedback, providing new employees with meaningful assignments (Korte, 2009b), providing advice on how to simplify a task, consulting employees to identify workflow barriers and potential solutions (Halbesleben & Rotondo, 2007, Hu et al., 2020) and knowledge sharing (Dwivedi & Chaturvedi, 2020).

Orientation Training. An additional onboarding strategy is orientation training. Orientation is at times used synonymously with onboarding (Acevedo & Yancey, 2011; Ballard & Blessing, 2006; Cable, 2013; Hendricks & Louw-Potgieter, 2012; Kim et al., 2015; Schaar et al., 2015; Thrasher & Walker, 2018) and has also been described as a prelude to onboarding (Lynch et al., 2010). However, orientation training only introduces new employees to the organization, their colleagues, and the new position (Keisling & Lanning, 2016; Klein & Weaver, 2000). The activities may include: Human Resources paperwork, welcoming newcomers, introduction to other staff members, explaining the history, mission, goals, structure, and culture of the organization, giving a tour, and showing newcomers their workspace and tools (Hendricks & Louw-Potgieter, 2012; Schaar et al., 2015) and explaining performance expectations (Thrasher & Walker, 2018; Zink & Curran, 2018).

Orientation training is frequently used by employers for onboarding. Orientation sessions provide opportunities for some initial learning about the company, developing social relationships and networking (Klein & Weaver, 2000). This may be key to successful onboarding as it provides opportunities for informal developmental relationships to form as described earlier (Sharma & Stol, 2020). Yet, it is only perceived as moderate (Louis, Posner & Powell, 1983) to least helpful by new employees (Klein, et al., 2015)

Duration and Content of Onboarding Programs. The duration and content of onboarding varies across companies and geographic regions. Some literature indicates that in British companies, onboarding lasts on average three days and consists of discussing health and safety, terms and conditions of employment, organizational structure and history, training provisions and general Human Resource Management policies (Anderson, et al., 1996). Similarly, in American companies it has been described by former U.S. military personnel entering the

civilian job market as lasting only a few days (Dexter, 2020). In contrast, there are some instances in academic and specialized libraries and in higher education settings in the United States where onboarding lasts up to a month. In these instances, onboarding tools include checklists, mentors, support from immediate supervisors, review of policies review of communication processes, live resource demonstrations, physical tours, tip sheets, question and answer periods (Ballard & Blessing, 2006; Chapman, 2009; Fraser-Arnott, 2020; Graybill et al., 2013) and the use of social media (Wicks et al., 2020). However, due to the high level of anticipated retirements in these fields, concerns have been raised that additional training and onboarding measures are required to ensure effective succession planning (Corbin, 2020). One exceptional case documented in the literature is Google's onboarding of coders. The tech company incorporates a vast array of strategies including but not limited to networking, building an online profile, code-walks, mentors, requiring employees to identify role models and identify short and long-term objectives. Their program is said to last throughout employees' careers (Johnson & Senges, 2010).

Asian corporations have developed a different approach to onboarding programs. In Korea, it was found that among ten large corporations, although onboarding programs lasted from five to 24 days, the average day consisted of 14 to 15-hours developing basic skills, career planning and team-building activities (Kim et al., 2015). Similarly, large Japanese corporations offer onboarding that lasts six months to three years and incorporates job shadowing, rotating between departments, on-the-job training, cross-functioning training, and personal assessments (Acevedo et al., 2011). In these Asian contexts, onboarding is described as taking on a distinct Confucian approach where joining a company represents a life-long career. Research examining socialization practices within Arab-speaking countries appears limited but suggests the use of

orientation, training for supervisors and incoming workers, mentoring and coaching programs, redesigning, and assigning workers to jobs based on their interests, evaluating the socialization process (Waxin et al., 2020) and using storytelling as a tool for socialization (Khdour et al., 2020). However, these Western and Eastern models of onboarding are based on the practices and resources of large organizations. This raises questions about the onboarding needs, practices, and resources of small to medium enterprises and those located in smaller towns or rural areas.

SME and Non-Gateway Onboarding. Research indicates that SMEs may not have the capacities of larger organizations to formally develop and establish onboarding practices (Ashforth et al., 1998; Douglas & McCauley, 1999; Kim et al., 2015). Reflective of this reality is that SME employees primarily acquire new knowledge through incidental and informal learning (Rowden, 2002). Furthermore, their ability to provide structured on-the-job training activities depends on the intrinsic motivation of senior and junior employees involved (Choi, Lee & Jacobs, 2015). As such, senior managers should carefully select trainers who want to help junior employees and junior employees need to be incentivized and provided opportunities to practice newly acquired skills. Yet, it has also been argued that SMEs have an advantage over large corporations because their onboarding strategies are tailored to the individual needs of newcomers, specifically immigrant workers (Crowley-Henry et al., 2021). Additional challenges identified in the literature are SMEs ability to build relationships among their employees and offer a competitive salary, thus increasing intentions to quit (Holton, 1995).

A second organizational characteristic that may pose unique challenges and require distinct onboarding strategies is when an organization is in a smaller town or a rural area. Articles in the field of medicine described the strategies deployed to attract physicians (Lee & Nichols, 2014)

and nurses (Baernholdt & Mark, 2009) to rural areas. The strategies were: i) emphasizing the value added of the community in the promotional materials, ii) paying for the candidate's travel and accommodations to meet with the employer, iii) involving the candidate's family (spouse and children); iv) providing a tour of the community, v) offering a networking luncheon with other medical professionals and locals and vi) offering financial incentives such as student loan repayments. Student loan repayments have also been identified as an effective strategy to decrease turnover among workers who relocate for a new job (Thome & Greenwald, 2019). As such, organizational characteristics, such as size and location may require organizations to adapt their onboarding strategies.

In sum, the literature provides general and customized onboarding strategies. Generally, employers should develop a formal onboarding program where new employees are trained together, provided a specific sequence of stages or activities, with a fixed timetable, and a role model to observe and receive feedback concerning their performance. Orientation training is fundamental to help new employees gain an initial understanding of the company and to develop social relationships that will help further solidify their integration. The efficacy of onboarding is improved with every additional strategy put into place (Klein et al., 2015; Slatterly et al., 2006; Thrasher & Walker, 2018) and when activities are mandatory (Klein et al., 2015). Furthermore, the size and location of an organisation may require additional onboarding strategies to incentivise new employees socially and financially. However, as mentioned earlier, successful onboarding is a two-way process where newcomers' behaviours impact the process.

New Employee Strategies. The efficacy of organizational onboarding programs is influenced by new employees' proactive behaviours to learn the task and non-task-related information.

When a person begins a new job, they learn information in six content areas (Chao, O'Leary-Kelly, Wolf & Klein, 1994):

1. Performance proficiency: executing the responsibilities of their new role.
2. People: developing social relationships with colleagues and superiors.
3. Language: acquiring an understanding of the technical terms used in the workplace.
4. Politics: understanding relationship and power dynamics of organizational members
5. Organizational goals and values: knowing about company objectives, how they are achieved and aligning personal behaviours that contribute to those objectives.
6. History: understanding the development of the company, the development of the department, and the customs, rituals and celebrations associated at each level.

To acquire this information, newcomers engage in a variety of proactive behaviours.

Proactive behaviours are actions initiated by new employees credited with improving their integration into the organization (Ashforth et al., 2007). Some examples identified are: information seeking, social relationship building (Cooper-Thomas et al. 2011; Nguyen et al., 2020; Mornata & Cassar, 2018; Slaughter & Zickar, 2006;) by attending social events (Atzori et al., 2008), observing and interacting with multiple successful organizational role models (Filstad, 2004; Liu et al. 2020), positive framing, self-management (Nguyen et al., 2020), seeking support and performance feedback (Bowman et al., 2018) and adopting prosocial behaviours such as helping colleagues (Jia et al., 2021). Although proactivity is a behaviour that new employees engage in, onboarding programs may identify and encourage the use of specific proactive behaviours and it is argued that managers play an integral role in encouraging newcomers to engage in proactive behaviours (Nifadkar, 2018). The identification and encouragement of

specific proactive behaviours may be particularly useful for smaller organizations that utilize individualized onboarding programs and on-the-job training (Cooper-Thomas et al. 2011).

Needs of Different Groups of New Employees. Literature documents that different groups of workers have different job expectations, training preferences, use different proactive behaviours and face different challenges. For these reasons, onboarding should also be adapted to the needs of different groups of new employees. The literature identified the needs of newly hired graduates, workers with previous work experience or newly hired executives and immigrants.

Newly Hired University Graduates. The empirical literature has documented newly hired graduates' job expectations, preferred workplace learning methods, proactive behaviours, and the aspects they struggle with most in their new work environment. New graduates expect their first job after graduation to be a well-paying position that provides career planning and a concise picture of all the responsibilities of the position they are applying to (Thomas & Michael, 1997). They prefer structured learning (Polach, 2004) where a formal program with an established timeline and activities is articulated. Yet managers prefer informal on-the-job training (Polach, 2004; Korte, 2015). A more recent study has added that newly hired graduates are looking for what they describe as meaningful work, receiving frequent and instant feedback on performance, work-life balance, connecting with people, understanding how their work relates to company vision and mission and access to learning and development opportunities (Chillakuri et al., 2020).

Newly hired graduates depend primarily on two proactive behaviours: information seeking and relationship building (Holton, 1995). As such, managers of newly hired graduates should remind new employees to engage in additional proactive behaviours such as seeking performance feedback, and support from colleagues, and attending work-related social events to

improve their work integration. Uptake of the latter two proactive behaviours is particularly important as they may address newly hired graduates' greatest perceived challenge.

Newly hired graduates have reported they struggle most with understanding company culture (Holton, 1995). Research indicates that culture is learned through the workgroup (Korte, 2009a; Korte & Lin, 2013) where experienced colleagues play the most prominent role in improving task mastery, role clarity, success in functioning with the workgroup and knowledge and acceptance of culture (Anakwe & Greenhaus, 2000). In other words, members of the workgroup provide a success model for newly hired graduates. This might explain employers' preference for on-the-job training (Polach, 2004; Korte, 2015) to a formal structured learning program. In addition, newly hired graduates should be encouraged to be proactive by participating in work-related social activities outside of work hours. Although newly hired graduates do not perceive this proactive behaviour as important (Louis et al., 1983) it allows them to expand their professional networks (Hart & Miller, 2005) and provides opportunities for informal mentoring relationships to be established, which may be more beneficial than company mentoring programs (Bowman et al. 2018).

In sum, onboarding newly hired graduates should cater to their specific needs and concerns. First, a job preview during interviews will help them understand their role and responsibilities. Second, providing career planning or explaining what future career opportunities the current position may lead to. Third encouraging the use of specific proactive behaviours such as seeking collegial support, seeking performance feedback, and participating in social activities. The latter of which may help improve their understanding of the company's work culture. Furthermore, managers may encourage the use of desired proactive behaviours

and understanding of company work culture by providing learning opportunities using structured training programs, on-the-job training and through collaborative work projects.

Experienced Employees and Newly Hired Executives. According to the literature new employees with previous work experience and executives also require different support mechanisms than newly hired graduates. Although seasoned new employees require less onboarding their previous work experience may interfere with their learning in new organizations (Saks et al., 2007). Previous work experiences are used as a point of reference when trying to understand new responsibilities and company processes. As a result, experienced new employees' perception of what constitutes performance may not be aligned with the expectations of their superiors (Adkins, 1995).

Previous work experience also provides new employees with a wider repertoire of proactive behaviours than newly hired graduates. Research identifies seven additional strategies to those displayed by newly hired graduates: i) working on tasks requiring skills they already have; ii) working to demonstrate their abilities; iii) giving advice to colleagues; iv) saying or doing things to make others feel good about themselves v) being helpful and friendly; vi) working in teams to showcase their skills and vii) exchanging resources with another employee (Cooper-Thomas et al., 2011).

While experienced new employees have a wider repertoire of proactive behaviours, they struggle more with one of the most important precursors of successful onboarding. Developing social relationships is more challenging for experienced workers than newly hired graduates (Korte 2009a). As such, experienced workers require additional support in this area (Milligan et al. 2013). Interestingly, grey literature also identified supporting and promoting networking among experienced workers as an important component for onboarding new executives.

Government reports identify executive onboarding practices in four multinational companies: i) Pepsi Co, ii) Johnson and Johnson Canada, iii) American Express and iv) Bristol Myers Squibb (United States Office of Personnel Management, 2011). They recommend that executive onboarding should last 90 days and some of the strategies they propose include: providing a coach or mentor, scheduling networking opportunities with key colleagues and stakeholders and developing performance appraisal metrics. These strategies reflect van Maanen & Schein's (1979) institutionalised organizational socialization tactics. However, there is some evidence that despite the formal and structured onboarding needs of senior staff, they are provided with fewer onboarding support mechanisms than other groups of new employees (Milligan et al. 2013).

Short-Term Contract Workers and Women in Male-Dominated Industries. Research has also begun to investigate the proactivity and onboarding needs of employees with short-term or temporary contracts, women in with children and women in male-dominated industries. Insofar as contract length is concerned it was found that employers who provided onboarding to short-term or temporary contract workers improved job satisfaction, commitment, retention (Slatterly et al., 2006) and proactivity (Benzinger, 2016). As such, onboarding investments for temporary or short-term workers is beneficial for company performance.

Some studies have also investigated the specific needs of women. For women with children, it is suggested that work-family balance be taken into consideration as part of onboarding to enhance job satisfaction and performance (Spagnoli, 2020). Additional studies have looked at women in male-dominated industries such as in open-source software projects (Balali, et al., 2018), engineering (Kowtha, 2008) and the military (Atzori et al. 2008). In the case of open-source software projects, mentors perceived women as underestimating their

capacities. In the fields of engineering and the military, support from superiors and veterans was deemed critical as it may signal acceptance and in the case of the military it may help prevent discrimination from male colleagues. Echoing these findings is a literature review suggesting women and minority groups more generally require additional support as they may face bias from colleagues and their proactive behaviours may be perceived negatively (Rogers, 2020).

Immigrant Employees. New immigrant employees face a different set of challenges because they are learning about a new workplace and a new host society. Onboarding literature identifies four challenges that may require employers to adjust their onboarding programs accordingly. First, some immigrants may have low levels of host country language proficiency. This creates barriers to gaining access to employment opportunities, higher salaries (Au et al., 1998). Furthermore, it may impede communication with colleagues and supervisors, which impeded social integration into the workplace (van Riemsdijk et al., 2015) as well as outside of the workplace (Au et al., 2018; Valdivia & Flores, 2012).

Second, immigrants' acculturation strategy may advance or impede their onboarding. Acculturation, according to Berry's (2005) theory, is the process of psychological change that individuals go through when they are in contact with individuals or groups of different cultural backgrounds and consists of four strategies: assimilation, integration, separation, and marginalization. Assimilation is when the migrant adopts the cultural tradition of the host country over their own. Integration is when the migrant adds the host country's cultural traditions to their existing home country's cultural traditions. Separation is when the migrant solely prioritizes their home country's cultural heritage over that of the dominant host country culture. Marginalization is when the migrant does not maintain their home country's cultural traditions but does not take up the host country's cultural traditions. Studies indicate that the

most effective acculturation strategies are assimilation and integration (Au et al., 1998; Lu et al., 2012; Tharenou & Kulik, 2020; Valdivia & Flores, 2012).

Moreover, the acculturation strategy adopted by new immigrant employees may influence their choice of proactive behaviours and how they interact with their colleagues. For example, segregation might result in a decrease in immigrant proactivity, a decrease in their motivation to learn the host country's language, avoiding social interactions with colleagues, and socializing predominantly with colleagues who are of the same cultural background (Lu et al., 2012) or adopting a competitive attitude (Shan, 2012). In sum, the acculturation strategy will have an impact on immigrants' relationships with colleagues, superiors, and mentors (Jian, 2012). As a result, the acculturation strategy adopted by migrants and subsequent proactive behaviours may be beneficial or detrimental to workplace collaboration, workgroup integration and may require employers to adjust their onboarding strategies accordingly.

Third, some new immigrant employees may have education and professional credentials earned outside of the country that is not recognised by the host society. As a result, immigrants may struggle to gain employment at the level of their expectations, qualifications and or experience. This may lead immigrants to accept jobs for which they are overqualified just to access the job market, but in turn may lead to feelings of dissatisfaction with their jobs (Balasubramanian et al., 2016) and make retention more difficult.

Fourth, immigrants may struggle to build social relationships in and out of the workplace. Building social relationships in the workplace is important because collegial and managerial support promote feelings of inclusion, which impacts performance (Cho & Barak, 2008; Dang & Chou, 2020), immigrants' job satisfaction (Bae, 2011; Lu et al., 2012; Wang & Sangalang, 2005) and more generally retention (Feldman, 1976). Furthermore, relationships with different

company insiders provide new immigrant employees access to different types of information such as an understanding the company culture, processes, and local aspects of life (Dang & Chou, 2020; van Riemsdijk et al., 2015; Wang & Jing, 2018; Wang & Sangalang, 2005). As such, companies play an important role in the long-term integration of immigrants as state actors, in certain countries, may fail to provide this information (van Riemsdijk & Basford, 2021).

Establishing social relationships and systems of support, in and outside of the workplace, can be a challenge due to the previously discussed barriers, language proficiency and acculturation strategy, but also due to personal biases of existing employees and locals. Personal bias in the workplace has been addressed from a diversity training perspective. Research indicates that diversity training and policies are effective when connected with other organizational policies (Schmidt, 2004; Wentling & Palma-Rivas, 1998), other training programs (Kormanik & Rajan, 2010), supported by managers (Schmidt, 2004) and minorities are provided mentoring and career planning (Wentling & Palma-Rivas, 1998). However, diversity training best practices and policies have been critiqued by researchers as lacking theoretical foundations (Ross-Gordon & Brooks, 2004); social justice outcomes (Alhejji et al., 2016) and may have adverse effects on those in the dominant group if the training focuses on a specific minority group (Holladay et al., 2003). This leads some to argue that the focus should be on relational rather than cultural competencies (Awbrey, 2007; Ross-Gordon & Brooks, 2004). Furthermore, SMEs in particular struggle to implement diversity measures (Hite & McDonald, 2006).

Based on these four challenges, eight onboarding recommendations may be garnered from this body of literature. First, employers should strive to hire a highly ethnically diverse workforce rather than from a single country because it may improve the development of social relationships in the workplace and encourage workers to focus on a common vision and mission

rather than cultural similarities and differences (Valenzuela, 2019). Second, prior to hiring new immigrant employees, employers may want to assess potential new immigrant employees' acculturation strategy and fit with the culture of the company (van Riemsdijk et al., 2015). Third, employers should provide a realistic job preview and lower immigrants' job growth expectations if they are overqualified (Tharenou & Kulik, 2020). Fourth, once immigrant employees are hired employers should provide access to language training, career planning and access to skills development training (Tharenou & Kulik, 2020). Fifth, during orientation, immigrants should have the opportunity to meet with key members of management (van Riemsdijk et al., 2015). Sixth, managers should provide new immigrant employees with recommendations and feedback concerning appropriate proactive behaviours, support in establishing positive workplace relationships with colleagues and role performance feedback (van Riemsdijk et al., 2015). Seventh, inclusion policies should be supported by managers (Schmidt, 2004), incorporate developmental relationships for new immigrant employees (Schmidt, 2004; Wentling & Palma-Rivas, 1998) and performance appraisals for existing employees relative to providing collegial support (Settoon & Adkins, 1997). As such, existing employees should clearly understand what type of support they may provide to new immigrant employees, the types of questions they may answer and what they should re-direct to management. Last, employers should help new immigrant employees and their families access state-provided health and social services (van Riemsdijk et al., 2015).

Recommendations in Trade Press. Trade press onboarding literature best practices reflect prominent theories and empirical literature. Onboarding recommendations may be grouped into three categories i) organizational socialization recommendations; ii) anticipatory socialization recommendations and iii) other recommendations.

Trade Press Organizational Socialization Recommendations. Recommendations in trade press literature correspond to the three institutionalized tactics of organizational socialization theory (van Maanen & Schein, 1979): context, content, and social tactics. Context and content recommendations include the development of a formal, written onboarding program (Bauer, 2010; Krasman, 2015; O’Neil et al., 2017; Steer, 2013) involving multiple stakeholders (Bauer, 2010) and providing a timeline with specific activities and goals (Arnds et al., 2001; Bauer, 2010; Krasman, 2015; Lynch & Buckner-Hayden, 2010; O’Neil et al., 2017). The recommended timeline varies from 90 days (Vernon, 2012), to 120 days (Bauer, 2010) to a 180-day period (Lynch & Buckner-Hayden, 2010). Social tactic recommendations are to invite new employees to networking activities, and meetings with key company stakeholders (Steer, 2013), introduce the team, encourage conversations (Krasman, 2015; MacNaughton, 2015), provide performance feedback (Lynch & Buckner-Hayden, 2010; Snell, 2006), providing mentors (Steinmacher, 2018) or opportunities to shadow colleagues (O’Neil et al., 2017). In contrast to organizational socialization literature, trade press also recommends individualised tactics such as the development of a personalized onboarding program (Bradt, 2010) corresponding to individual skills gaps (Mellinger, 2013; Trossman, 2016) and preferred feedback and networking methods (Bauer, 2016).

Trade Press Anticipatory Socialization Recommendations. Trade press recommendations also correspond to the first two stages of Feldman’s model (1976): anticipatory and accommodation. The anticipatory recommendations are to post a well-defined job description and complete paperwork prior to the first day of work (Steer, 2013). The accommodation recommendations are to prepare a list of work assignments (Krasman, 2015), discuss roles and responsibilities (Bauer, 2010), explain expectations (Bauer, 2016) and how they will be evaluated (Snell, 2006).

Trade Press Other Recommendations. Trade press makes additional recommendations concerning new employee proactivity, new immigrant employees and onboarding delivery methods. New employees are encouraged to ask questions (O’Neil et al., 2017), start with easier tasks and work toward workplace community integration (Steinmacher et al., 2018). New managers are recommended to accelerate learning, match their strategy to the situation, secure early wins, negotiate success, achieve alignment, build their team, create coalitions, and advance the team (Watkins, 2013).

Insofar as new immigrant employees are concerned, the trade press identifies the same four challenges as those identified in the empirical literature. In a hospital context, foreign-born nurses struggle because the education in their home country does not reflect training, a lack of effective communication skills, unfamiliarity with medication and technology (Lurie, 2016). The recommendations are to focus on immigrant leadership skills (Lurie, 2016) and to offer e-modules to improve communication skills (Gregory, 2017).

Orientation training and onboarding delivery methods are also provided. Orientation training should include an overview of the organizational structure, values, purpose, and value proposition (Tripathi, 2013; Vernon, 2012), making the first day special (Bauer, 2010) by taking new employees out to lunch (Krasman, 2015) and offering a welcome gift (Steer, 2013). Onboarding delivery methods are to gamify mundane tasks (Steer, 2013) and the use of technology (Snell, 2006) such as a learning management system (MacNaughton, 2015), a company-wide intranet portal or Microsoft One Note (Froedge, 2018) to deliver e-learning modules, videos, and webinars (Gaul, 2018).

Summary of Theme One. Organizational socialization (van Maanen & Schein, 1979) and the contingency theory of organizational socialization (Feldman, 1976) are the two foundational

models underpinning most onboarding research. Studies building on these models identify the most effective onboarding strategies to be those that help new employees develop social relationships with colleagues and superiors, encourage specific proactive behaviours and adapt onboarding to different types of new employees.

Despite the important inroads, there remain gaps in the literature. Onboarding strategies reflect those used by large multi-national corporations (Ashforth et al., 1998) to onboard newly hired graduates, workers with previous work experience and executives. Less is known about the onboarding activities, capacities and needs of small to medium enterprises (Rowden, 2002) in gateway and non-gateway locations and the needs of employees with technical or trade skills. There is also limited data concerning company onboarding of immigrants with previous work experience (Cooper-Thomas et al., 2011; Kowtha, 2018; Milligan et al., 2013). Therefore, this body of literature raises the question: what onboarding strategies do non-gateway manufacturing SMEs use to recruit train and retain immigrant employees with technical or trade skills?

Theme 2: Challenges of Immigrant Economic Integration in Gateway and Non-Gateway Locations

Literature examining immigrant integration identifies elements that improve attraction, and retention. However, these elements may prove to be a challenge for many immigrants regardless of whether they settle in a gateway or non-gateway location. In addition to those general challenges, non-gateway locations, cities, and towns outside of major immigrant settlement hubs, face supplemental challenges to attracting, integrating and retaining immigrants. Challenges that gateway locations, such as Montreal, Toronto, and Vancouver in the case of Canada (Statistics Canada, 2022f), do not contend with or to a lesser degree.

General Challenges. The literature identifies economic integration as the most important factor in successfully retaining immigrants. The literature has attributed this challenge to three major

factors: i) recognition of foreign education credentials, ii) language proficiency and iii) co-ethnic and professional networking.

Recognition of Foreign Education Credentials. Immigrant selection processes that use a point system, such as in the case of Canada, Australia and the United Kingdom, favour applicants with those skills and competencies that are believed to improve immigrant economic integration (Umeda, 2020). A point system is one where immigrant applicants' file is given a score based on government-identified criteria, criteria that improve economic integration. The higher the score, the higher the chance of being selected for immigration. As such, a central criterion is whether applicants have education credentials in a field that is in high demand in the host society.

However, educational credentials do not guarantee economic integration. First, immigrants must apply for an educational credential assessment. This may result in one of three scenarios: full recognition, partial recognition requiring immigrants to take courses to acquire the equivalences or non-recognition, which would require immigrants to complete the entire program of study in the host country to remain in the same field. Furthermore, government recognition of educational credentials earned outside of the country does not guarantee that employers will or that immigrants will gain employment in their field of expertise or at the expected level (IRCC, 2020b; Ukrayinchuk & Choincki, 2020). As such, the non-recognition of immigrants' education credentials is the greatest barrier to immigrant economic integration (Walton-Roberts, 2005).

This challenge in Canada may be attributed to a shift in immigration source countries. From the time of confederation until the 1960s, Canadian immigration source countries were primarily from Western European countries, Eastern European countries, and Scandinavian

countries (Statistics Canada, 2016a). However, in the 1960s immigration legislation and regulations were modified and the flow of immigrants from Africa, Asia and South America increased (Statistics Canada, 2016a). Presently the top five Canadian immigration source countries are: India, China, Philippines, Nigeria, and Pakistan (Statistics Canada, 2019). Furthermore, research indicates that immigrants from Eastern Europe, Africa, Asia, and South America have lower employment rates than immigrants from the United States and Western Europe (Girard, Smith & Renaud, 2008). Immigrants from these newer source countries are over-represented in low-income professions (Cousineau & Broudarbat, 2009; Green, 2007; Guo, 2013; Hedlund, et al., 2017; Kilolo-Malambwe, 2017; Townsend et al., 2014) and are more susceptible to poverty (Zhu & Helly, 2011). This despite being better educated than their local counterparts: is a pattern that is most acute in the province of Quebec (Broudarbat & Grenier 2017).

Language Proficiency. A second element that enhances economic integration and improves selection is the applicants' host country language proficiency (Green, 2007; Lo & Teixeira, 2015). Higher levels of language proficiency improve their economic integration (Bélanger & Vézina, 2017), provides greater access to jobs in their field of expertise (Williams, et al., 2015) and improve immigrant earnings (Townsend et al. 2014). In addition, immigrants with higher levels of host country language proficiency are more likely to stay in non-gateway locations (Sapeha, 2016, Townsend et al., 2014) and are less likely to experience discrimination (Dalla, et al., 2015). Therefore, a strategy to improve immigrant integration is the provision of state-funded language learning support services (Green, 2007; Lo & Teixeira, 2015), that should be offered in the workplace for employed immigrants (Carter et al., 2008).

In the province of Quebec, there is a unique linguistic characteristic creating a specific challenge. The French language, a minority language in Canada, is spoken by the majority of Quebecers (Canadian Heritage, 2019). To preserve the French language and culture, the Quebec provincial government established the first provincial immigration ministry in 1968 (Conference Board of Canada, 2019) and passed French language legislation in 1977, Bill 101, mandating, with few exceptions, French as the language of public life to be used in the workplace, for communication, advertising, and the language of instruction for children (Légis Quebec, 2020). Due to its historical and legislative past, French proficiency plays an important role in provincial immigration selection and integration services. Evidence of this is that four of the top five source countries to Quebec were French-speaking countries: France, Haiti, Morocco, Algeria, and Italy (Statistics Canada, 2016b).

Professional Networking and Co-Ethnic Communities. A third element important to immigrant economic integration is developing contacts with weak ties in the local host community. Weak ties are acquaintances from the workplace and one's professional field that makes up an individual's socio-professional network. Members of these professional networks are important to migrant economic integration because they have knowledge of employment opportunities in migrants' professional fields and may help provide them with access to those opportunities (Arcand et al., 2009; Lamba, 2003). Through weak ties, immigrants may access employment in their field of expertise improving their satisfaction with their work and salary. Furthermore, immigrants with a larger number of weak ties are documented as having lower rates of unemployment and underemployment (Dalla et al., 2005; Hakak & Holzinger, 2010; Krahn et al., 2005; Sherell et al., 2005; Walton-Roberts, 2005).

In contrast, strong co-ethnic ties may become a barrier to immigrant economic integration. Strong co-ethnic ties are family and personal relationships with individuals who are from the same cultural or linguistic background (Arcand et al., 2009). Strong co-ethnic ties are helpful as immigrants can turn to friends and family who understand their struggles and are able to provide emotional and social support to adapt to the host society (Hou, 2007). However, friends and family, who may be facing similar difficulties in gaining employment, may deter immigrants from forming weak ties (Arcand et al., 2009).

Yet, in non-gateway locations strong co-ethnic ties and weak ties have different implications for economic integration and retention than in larger localities. Research indicates that while the presence of strong ties may not help immigrants find a job, these ties improve non-gateway retention (Dalla et al., 2005; Hou, 2007; Krahn et al., 2005; Walton-Roberts, 2005; Sherell et al., 2005). Moreover, immigrants who interact regularly with locals in a positive manner and who have a heterogeneous group of friends are more successful at becoming socially and economically integrated and have higher levels of satisfaction with their location, which also improves retention rates (Collantes et al., 2014; Sapeha, 2015; Échref-Ouédraogo, 2012). It has also been argued that in communities where immigrants do not have access to strong co-ethnic ties, they are better integrated because they are forced to mingle with locals (Arcand et al., 2009). As such, personal and professional networks play a more complex role in non-gateway locations whereby immigrant attraction, integration and retention necessitate the presence of strong co-ethnic ties, and the development of strong and weak ties with the local population. This is one of the additional complexities faced by non-gateway locations, cities, and towns where immigrants traditionally do not settle, and who are struggling with a significant labour shortage.

Non-Gateway Location Challenges. Additional challenges that influence non-gateway locations' ability to attract, integrate and retain immigrants are: local economic conditions, availability of social services and amenities and immigrant demographics.

Non-Gateway Economic Conditions. Research in non-gateway locations indicates that a strong diversified economy is the most influential factor for attracting immigrants and regional revitalization (Collantes et al., 2014). Immigrants who have arrived within five years, which represents the group with the highest unemployment or underemployment rates are most likely to move to non-gateway locations experiencing an economic boom (Ostrovsky, Hou & Picot, 2011). As such, immigrants are more likely to be attracted and to remain in non-gateway locations if the location allows them to participate in the local economy in their field of expertise (Krivokapic-Skoko & Collins, 2016; Sapeha, 2016; George et al., 2017), advance professional and personal goals (Cvetkovic, 2009; Hou, 2007; Krahn et al., 2005; Sherell et al. 2005) and accommodate those of their spouses and or children (Sapeha, 2015).

However, non-gateway locations may lack economic diversification and their economy may depend upon a single industry or large employer. Towns like this can be found globally: Port-Talbot in the United Kingdom where Tata owns and operates a large steel plant; Everett in the State of Washington in the United States where Boeing has set up its aircraft assembly plant and Batawa in Canada where the main employer was the Bata shoe company until the year 2000. Consequently, the economies of these towns are vulnerable to fluctuations in the dominant industry or company (Miraftab & McConnell, 2008) and for this reason, it is argued that the solution to regional depopulation is economic development policies not simply immigrant redistribution policies (Walton-Roberts, 2005).

Furthermore, non-gateway economies may not always be able to offer immigrants access to jobs in their fields of expertise or opportunities for professional advancement. In Sweden, immigrants in rural areas are over-represented in the retail, hotel, and restaurant sector (Hedlund et al., 2017). In the case of the United States, low-paid food processing jobs have moved to rural areas in the Mid-West and are considered the primary reason for demographic shifts of Latinos towards those non-gateway locations (Baker & Hotek, 2003; Dalla et al., 2005; Garcia 2009; Miraftab & McConnell, 2008). In the United Kingdom, non-gateway employers perceive locals as unwilling to fill positions due to poor working conditions (Hollywood & McQuaid, 2017) implying that shortages are in dangerous manual labour or are characterised by low wages. In Canada, non-gateway SMEs that have the highest demand for employees are in the customer service, construction and manufacturing industries (BDC, 2018; Stalker & Phyne, 2014). Moreover, once immigrants are incorporated into the host society, immigrants want access to higher-paying jobs and improved working conditions (Collantes et al., 2014). Thus, highlighting the importance of a strong diversified economy that offers career growth opportunities, to improve immigrant attraction and retention.

Non-Gateway Social Services and Amenities. Non-gateway locations' ability to attract, integrate and retain immigrants is also influenced by their capacity to provide access to integration social services and amenities. Research indicates that non-gateway locations successful at attracting and retaining immigrants are those with abundant housing options with opportunities for homeownership, towns closer to wealthier regions, have good communication services, access to higher education institutions, offer schools for children accompanying immigrant workers and access to health services (Brown, 2017; Collantes et al., 2007; Hollywood & McQuaid, 2007; Sapeha, 2015; Simich, Beiser, Stewart & Mwakarinba, 2005;

Teixeira, 2009). However, non-gateway locations may not have the housing and transit infrastructure to accommodate immigrant needs (Simich, et al., 2005), offer one or two college institutions with a single or no university in the area, education institutions that may not be adapted to the linguistic needs of immigrant children and few healthcare services. Hence the importance for smaller localities looking to attract immigrants to establish planning committees and town halls to plan for change (Dalla et al., 2005; Miraftab & McConnell, 2008).

Other Issues Affecting Non-Gateway Integration and Retention. Research identifies three immigrant demographics that may impact the retention of immigrants in non-gateway locations. First, age impacts retention depending on the type of migrant. Older refugee migrants are more difficult to retain in non-gateway locations (Sherell et al., 2005), than economic migrants who initially settle in a non-gateway location (Dalla et al., 2005; Statistics Canada, 2018c). Second, male migrants who are un-married or those with an un-employed spouse are also harder to retain in a non-gateway location (Dalla et al., 2005; Sapeha, 2016; Sapeha, 2015; Walton-Roberts, 2005). Last, country of origin has been examined as a mobility factor. A Canadian study (Statistics Canada, 2018c) identified that Nigerians, British, Pakistani, Indian and Bangladeshi immigrants have a higher propensity to move from a gateway to a non-gateway location. Furthermore, Romanians are less likely to move to non-gateway locations but are more likely to remain in them should it be their initial settlement location. However, a Swedish study concluded immigrant cultural background does not impact mobility, it is immigrants' motives for moving to non-gateway locations that influence mobility (Cvetkovic 2009). Namely, immigrants who desire for a lifestyle away from large city centres, desire to advance professional goals and desire to interact with new populations have lower levels of mobility.

Summary of Theme Two. The most important factors for immigrant economic integration are the recognition of their foreign education credentials, language proficiency and the development of strong and weak ties in their communities. Yet, many migrants struggle with some or all of these elements leading to higher unemployment and underemployment rates compared to locally born counterparts. Although relocation to a non-gateway location is an option to remedy this situation, immigrants would face additional challenges including the availability of employment opportunities for all family members and access to social services and amenities.

This body of literature provides insights into the economic integration challenges and experiences from the perspectives of immigrants themselves and service providers. However, less is known about employers, specifically non-gateway SME employers, experiences and perceptions of the challenges and needs of immigrants moving to non-gateway locations. Therefore, this body of literature raises the following question: what are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?

Theme 3: Locals' Perceptions of Immigrant Workers

Although local municipal governments do not select immigrants nor control the immigration integration finances, their policies and actions are integral to immigrant attraction, integration, and retention. Municipal leaders' political stance on immigration will impact the types of policies they pass and will in turn shape locals' attitudes and perceptions of migrants. This section will identify the four types of roles municipal governments may take on in the integration of immigrants, describe a model to guide policymakers interested in attracting and retaining immigrants and end with a discussion of empirically documented attitudes of non-gateway communities towards migrants and migrant workers.

A Classification of Municipal Leaders Attitudes Towards Migrants. An Australian study identified three types of roles adopted by local governments in the integration of immigrants: i) passive, ii) proactive and iii) lead agency or facilitator (Boese & Phillips, 2017). First, a passive local government leaves integration services to locally organized volunteers. Second, proactive local governments participate in service provision financed by higher levels of government. Third, lead agency or facilitator local governments, which in addition to participating in nationally funded services, establish a cultural diversity strategy with representatives and programs to help new residents socially and economically integrate and connect with one another.

It may be argued that the typology may be expanded to include a fourth role: an inhibitive local government. An inhibitive local government ratifies laws that promote biases towards immigrants and or their integration. Two examples that illustrate this type of role is exemplified by a case study examining the government of Hazeltown, Pennsylvania in the United States (Carr et al., 2012) and in Hérouxville, Canada. In Hazeltown, Pennsylvania the municipal government ratified laws concerning undocumented workers that had a negative impact on legal migrants. The legislation stipulated that landlords renting to undocumented migrants would face hefty fines and business owners would lose their license for hiring undocumented workers. Consequently, Latino immigrants and Americans with Latino roots became victims of racial profiling. In Hérouxville, a small Canadian city with no immigrant population nor plans to attract immigrants, the municipal government passed a code of conduct for immigrants. The code of conduct banned face coverings, stoning of women, female genital mutilation, prayer spaces in schools and authorised health professionals to administer blood transfusions without

patient consent and was critiqued by the media and politicians as perpetuating stereotypes of immigrants (Montpetit, CBC, 2017).

Canada's 'Welcoming Communities' Model. The Canadian federal government proposes a framework to help non-gateway locations achieve a lead or facilitator role. The framework identifies 17 measurable elements that non-gateway local governments and communities may use to assess and improve their capacity to successfully attract, integrate, and retain immigrants. Citizenship Immigration Canada developed this framework based on empirical literature to guide local governments and communities and to assess the efficacy of local service providers (Esses et al., 2010). In order of importance, the 17 elements are:

1. Employment opportunities.
2. Fostering social capital.
3. Affordable and suitable housing.
4. Positive attitudes towards immigrants, cultural diversity, and the presence of newcomers in the community.
5. Presence of newcomer-serving agencies that can successfully meet the needs of newcomers.
6. Links between main actors working toward welcoming communities.
7. Municipal features and services are sensitive to the presence and needs of newcomers.
8. Education opportunities.
9. Accessible and suitable healthcare.
10. Available and accessible public transit.
11. Presence of diverse religious organizations.

12. Social engagement opportunities.
13. Political participation opportunities.
14. Positive relationships with the police and justice system.
15. Safety.
16. Opportunities for the use of public space and recreation facilities
17. Favourable media coverage and representation.

Non-Gateway Locals' Perceptions of Immigrants. Research has examined how locals' political ideology, status in the community, employment sector and interactions impact locals' perceptions of those migrants. A study in the United States found that in both rural and urban settings locals' attitudes towards immigrants are driven by their political ideology and whether that political ideology perceives immigrants as a cost or benefit to society (Garcia & Davidson, 2013). Similarly, a Canadian study found local populations who held negative attitudes toward immigrants perceived immigrants as needy service-takers (Simich et al., 2005). Furthermore, youth living in communities whose economies were dependent on agriculture, youth with parents or family in the agriculture industry, long history in the community and more affluent locals' have more reservations towards immigrants than youth whose parents worked in other industries or have lower income levels (Gimpel & Lay, 2008). However, this study and one in Greece (Labriandis & Sykas, 2012) found that locals' attitudes became more positive towards immigrants with time and with increased contact between the two groups.

Non-Gateway Employers Perceptions of Immigrants. Non-gateway employers' attitudes and perceptions of immigrant employees differ by geographic location, industry, and migrant status. In the United Kingdom, employers in health and social work, manufacturing, retail, hospitality and agriculture praise immigrants' work ethic and willingness to fill positions considered less

desirable by locals due to low pay, shift work and night work (Green, 2007; Hollywood & McQuaid, 2007). Similarly, Canadian agricultural employers characterise migrant workers as loyal, competent and a stable source of labour (Gravel et al., 2017) but only if they are temporary foreign workers. The temporary status is perceived as beneficial because the salary of agricultural workers affords temporary migrants higher purchasing power in their home country and moving permanently to the host country would decrease their purchasing power and their desire to remain in the farming industry (Bélanger & Candiz, 2014; Gravel et al., 2017). This same group of employers perceive permanent resident economic immigrants as over-qualified and unwilling to take on the physical labour of agricultural work (Gravel et al., 2017). However, another Canadian study argued that employers adopt one of three cognitive frameworks towards diversity (apprehension, responsibility, or mobilisation) and influenced employers onboarding practices (Lachappelle et al. 2022).

Although immigrants are seen as a ready and willing source of labour, there are also studies that report biases curbing immigrants' ability to gain access to the job market. Research indicates that visible minorities encounter bias most frequently when applying for a job due to socially constructed biases associated with their names (Brière et al., 2016), their accents (Ball & Giles, 1982; Bourhis, et al., 2007; Diaz-Campos & Killam 2012; Papapavlou, 1998; Piechowiak, 2009) and when employers are making promotional decisions (Bourhis et al., 2007). In the specific context of Quebec questions are raised about biases towards Middle Eastern and North African immigrants (Godin, 2008), particularly Maghrebin women who have the lowest economic retention rates (Vatz Laaroussi, 2008).

To overcome bias towards immigrants and promote their socio-economic integration a variety of recommendations have been made for civil society and employers. Municipal

governments are encouraged to promote diversity awareness campaigns to counter media propagated stereotypes (Vatz-Laaroussi, 2015). In the workplace employers are encouraged to increase cultural diversification of management (Aslund et al., 2014) and provide diversity training in the workplace (Boudarbat, & Grenier, 2017; Cousineau, & Boudarbat, 2009).

Summary of Theme Three. The successful attraction, integration, and retention of immigrants in non-gateway locations is partially attributed to local municipal governments that adopt a lead agency or facilitator role. This role fosters collaborative dialogue with locals and newcomers to develop and implement a strategic plan for newcomers' integration. According to the Canadian welcoming communities' model, community strategic plans should encompass 17 measurable elements and be used to guide municipal policies to improve immigrant socio-economic integration. Research has documented certain features from the model, gateway and non-gateway populations' perceptions and attitudes towards immigrants and how those attitudes are shaped by local municipal policies, personal political ideologies, individuals' status in the community and employers' perceptions of immigrant workers. However, research concerning locals and employers, specifically the attitudes and perceptions of non-gateway SME manufacturers, remains limited. Therefore, this body of literature raises the question: how do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?

Theme 4: Economic Immigration Policies and Integration Services

This section describes immigration policies and services designed to improve immigrant economic integration by matching immigrant applicants' skills to the job market and to the needs of employers in non-gateway locations (Bonikowska et al., 2017; OECD, 2019). Three immigration policies, their challenges and immigrant integration service recommendations are described in this section: the 'Expression of Interest' tool, the Manitoba Provincial Nominee

Program and Quebec's 'Arrima' program. The former two programs were precursors for the third as they succeeded, to some degree, to encourage immigrants to move to non-gateway locations experiencing labour shortages.

Expression of Interest. Expression of interest is described as a tool rather than a program, that was originally developed and implemented in New Zealand in 2004, with Australia and Canada following suit in 2012 and 2015 respectively (OECD, 2019). The tool is used to process immigrants and the process varies across countries but essentially consists of a pre-selection and selection phase using a point system to rank immigrants. First foreigners applying to certain streams fill an 'expression of interest' describing their education, employment history, skills, and language proficiency and if they have a job offer in the host country and applicants' files are ranked using a point system (Immigration and Citizenship Australia, 2020; Immigration New Zealand, 2021; IRCC, 2018c). The point system consists of attributing points for each criterion listed above and more points are given to those with higher language proficiency, work experience in the host country and skills that are in demand in the host country's job market. Applicants are then put into a pool where those with the highest number of points are invited to apply for immigration. Regional governments may nominate pre-selected candidates with skills corresponding to local needs, which also will increase applicants' score, rank, and likelihood of being invited to apply for permanent residence in the region that nominates them. The expression of interest program has been described as an effective tool to promote non-traditional immigrant destinations in Australia that are experiencing a labour shortage (Golebiowska, 2016; OECD, 2019).

Challenges and Recommendations. Although the expression of interest tool promoted non-traditional immigrant destinations with a labour shortage, some communities were ill-equipped

to support immigrant integration and retention. Challenges faced by those communities reflect those discussed in the previous themes concerning access to employment, housing, transportation, and support to develop language proficiency (Krivokapic-Soko & Collins, 2016; Townsend, Pascal & Delves, 2014). As such, it is recommended that host communities provide immigrants with mentors, foster leadership skills within new immigrants so that they may advocate for their needs (Townsend et al., 2014), and collaborate between local governments and higher levels of government to develop infrastructure for transportation, recreation, and cultural activities (Krivokapic-Soko & Collins, 2016).

The Manitoba's Provincial Nominee Program. Manitoba's provincial nominee program was implemented in the late 1990s and allowed regional governments and non-gateway employers to attract talent to non-gateway locations. The program included eight paths to immigration, one of which employers, located outside of the Manitoba capital region, were permitted to recruit, and tentatively hire immigrants directly from their country of origin. The potential migrants filed an immigration application to Manitoba through that specific stream, their files were assessed using the point system within which applicants were attributed additional points for their non-gateway job offers and if they had the score necessary, they were selected for immigration. The program was described as a success as it attracted approximately 108 000 employer-matched immigrants, 90% were retained (Canadian Citizenship and Resource Centre, 2019) of which 20% were in regional communities (Province of Manitoba, 2017). Furthermore, Manitoba as an immigration destination increased from 1.7 to 4% of Canada's total immigration rate (Carter et al., 2008).

Services Offered. The government of Manitoba put into place a portal designed to help non-gateway communities prepare for an influx of immigrants and to improve immigrant integration and retention in non-gateway communities (Carter et al., 2008). The portal offered tools, and

advice and identified services that needed to be put into place by non-gateway communities. The guidance concerned: developing a community planning guide; key stakeholders that needed to be involved; key settlement services required, such as language training in the workplace, settlement service hiring, settlement service processes, strategies to build linkages with family and or friends and or church to bridge information gaps and opportunities for migrants and locals to interact with each other.

Challenges and Recommendations. Despite federal politicians and mainstream media describing this program as a success four challenges emerged (Lewis, 2010). First, there was an increased influx of immigrants, a decrease in government settlement funding and multiple stakeholders were involved, which led to immigrants having difficulty accessing information and services, long wait times for businesses and skills mismatches between employees and employers. Second, the establishment of new service providers meant they had difficulty foreseeing and planning for new immigrant needs resulting in a slowdown in service provision. Third, there was an ethnocultural imbalance of incoming immigrants. Cultural community groups were involved in the process and those with larger communities and networks were better equipped to help immigrants from their respective countries to gain entry. Last, certain private brokers abused their positions by charging immigrant applicants fees for services that were not then delivered or for work on files that they knew would not be accepted by the Canadian or Manitoban government.

Five recommendations emerged to improve the immigrant skills matching and regionalization program (Lewis, 2010). First, it is essential to mobilize multiple stakeholders to promote a top-down and bottom-up mechanism of immigrant integration services and improve cross-departmental collaboration within the provincial government. Second, the analysis of

immigrants' settlement experiences is required to identify what community efforts are required for settlement and retention. Third, provincial government support is required to construct affordable housing and provide housing assistance. Fourth, governments should adjust the quota of nominees selected to decrease processing times, improve skills matching upon arrival and allow service providers to prepare for incoming migrants. Last, there is a need to increase ethnocultural diversity by sponsoring missions to specific countries.

Quebec's 'Arrima' Program. The current Quebec government, Coalition Avenir Quebec, has adopted the skills-matching immigration program called 'Arrima' (MIFI, 2021a). The program took effect in 2019 and resembles the expression of interest policy tool explained earlier with two fundamental differences. First, in contrast to the federal use of the expression of interest which is used only for certain immigrant streams, in Quebec it is used across all immigration streams. Second, Quebec offers a job matching platform for employers, a service not offered in the Canadian express entry platform and discontinued by Australia in 2018 because it was underutilized by employers (OECD, 2019). Quebec employers looking to fill a particular position may create an employer file, provide a job description, and identify the specific job skills, years of experience and language proficiency they require. They are then contacted by a representative from the ministry who proceeds to match immigrant applicants to the specific position. Employers may make immigrant applicants a job offer. A job offer does not fast-track the processing of the applicants' permanent residence application, but their file is attributed additional points, increasing the probability of selection for immigration, particularly if the job offer is in a non-gateway location. Furthermore, upon arrival, immigrants are assigned an agent who facilitates integration and access to community organizations that deliver integration services.

Government Financed Immigrant Integration Services in Quebec. Quebec's Minister of Immigration, Francisation and Integration establishes policies and provides funds to help immigrants integrate and encourage employers to hire them. Prior to arrival in Quebec, immigrants are assigned an integration officer who is responsible for assessing incoming immigrant needs, providing information regarding the immigration process and services, sharing job opportunities in non-gateway locations that match their profile and connecting the immigrant with local community organizations (MIFI, 2019b). Upon arrival, immigrants are connected with local community organizations, funded by the Quebec minister, who provide integration services to permanent residents, temporary resident permit holders, temporary foreign workers and students, and individuals who have been accepted for asylum or to apply for permanent residence (MIFI, 2016). Services offered include: group sessions and information concerning assistance in finding housing; how to acquire documents, cards, and permits; settlement and integration support; public services; opportunities on settling in non-gateway locations; French language courses; tailored services for individuals with specific challenges and facilitates communication and understanding between the immigrant and their new community.

Government Incentives to Encourage Regionalization. In addition to integration services for immigrants, employers have access to services and financial incentives to hire immigrants and visible minorities. Employers may ask government-funded local community organizations to identify potential immigrant candidates for open positions in their business, provide workplace language training to newly hired immigrants, provide diversity training, and intercultural dialogue between employees, assistance obtaining tax incentives and salary subsidies covering up to 50% of the immigrant's salary for up to a year (Krahn et al., 2005; MIFI, 2021b).

Employers' Perceptions of Non-Gateway Integration Services. Understanding the perceptions of non-gateway service providers and companies will help meet companies' hiring and training needs associated with immigrant workers and improve retention. A study conducted in Quebec investigated non-gateway employers' perceptions of services for immigrant economic integration available to them (Vatz-Laaroussi et al., 2016). The small, medium, and large companies involved in the study and who benefitted from government and non-governmental service providers indicated they were satisfied with the free services and incentives available to them. In contrast, immigrant regionalization and integration service providers perceive large non-gateway companies as the easiest to reach and build partnerships with while SMEs were the most challenging. Service providers perceived SMEs to be difficult to contact, a perception attributed to SMEs' lack of financial and time resources to incorporate diversity training or any other adjustments to integrate immigrant workers.

Summary of Theme Four. The literature explores policies, services, and incentives to promote immigrant socio-economic integration, attract them to non-gateway locations and encourage employers to hire immigrants and members of diversity. Policies reflective of the 'expression of interest' are identified as effective to promote immigrant regionalization and economic integration (Bonikowska et al., 2007; Golebiowska, 2016) but they do not guarantee access to integration services, employment, or retention. Although the literature documents the many government-funded services and financial incentives to promote immigrant regionalization and integration one area that has received little coverage is SMEs' experiences and perceptions of these initiatives and services. Therefore, this body of literature raises the question: what are non-gateway manufacturing SMEs' perceptions of government policies and immigrant integration

services available to them and what additional support do they need to successfully onboard immigrant employees with technical or trade skills?

Theme 5: Immigrants' Experiences and Perceptions of Non-Gateway Locations, Employment and Integration Services

This final theme examines immigrants' perceptions and experiences in non-gateway locations. More specifically the literature documents what immigrants are seeking from non-gateway locations, the main barriers that they encounter, their impressions of their workplace and employers and integration services.

Immigrant Hopes and Expectations of Non-Gateway Locations. The literature identifies three reasons economic immigrants leave their country of origin and what they are seeking when moving to non-gateway locations. First, the most important factor for immigration and willingness to move to non-gateway locations is access to better labour opportunities (Brown, 2017; Cvetkovic, 2009; Dalla et al., 2005; Garcia, 2009; George et al., 2017; Guo, 2013; Krahn et al., 2005; Lo & Teixeira, 2015; Sherell, et al., 2005; Yoon, 2016; Vatz- Laaroussi, 2015). However, entrepreneurial immigrants and those seeking employment face different realities in non-gateway locations. Non-gateway locations offer entrepreneurial immigrants a market with less competition (Yoon, 2016) and government support programs to support their businesses (Lo & Teixeira, 2015). This is beneficial for retention because entrepreneurial immigrants in non-gateway locations are less dependent on co-ethnic communities and have an increased sense of satisfaction and optimism concerning where they have settled (Lo & Teixeira, 2015). In contrast, immigrants seeking employment, particularly those from new-source countries, are underemployed, occupy jobs lower in socioeconomic status and earn less than immigrants from developed countries or non-immigrants counterparts (Guo, 2013; Kilolo-Malambwe, 2017). As such, immigrants in non-gateway locations are dissatisfied with their level of employment and

income (Townsend et al., 2014). Although this challenge may also be faced by immigrants in gateway locations, it is more problematic in non-gateway locations where the immigrant attraction is more difficult making retention that much more critical. Thus, raising questions about immigrant employment trajectories in non-gateway locations.

Second, economic migrants want to ensure that their children have access to good-quality schools and higher education institutions (Garcia, 2009; Guo, 2013; Hou, 2007; Lebel-Racine, 2008; Williams et al., 2015; Yoon, 2016). As such, non-gateway locations with schools equipped to adapt to the needs of immigrant children and those with a higher education institution have a stronger capacity to attract and retain immigrants (Barcus & Simons, 2013; Brown, 2017; Krahn et al., 2005; Lambert, 2014). Recommendations to meet the needs of immigrant children in non-gateway schools include: providing second language instruction, integrating bilingual instruction, integrating them into extra-curricular activities (Dalla et al., 2005) and providing immigrant parents with translated materials related to school (Carr et al., 2012).

Last, immigrants are willing to move to non-gateway locations that they consider to be attractive. Attractiveness, at times referred to as quality of life, is defined and described differently across the literature and encompasses some or all three of the following elements. First, infrastructure, which includes access to a major highway (Barcus & Simmons, 2013), access to public transit (Krivokapic-Soko & Collins, 2016) and access to adequate and affordable housing (Brown, 2017; Garcia, 2009). Second, attractive social and physical environments are those that provide a safe location to raise a family, which have low crime rates (Dalla et al., 2005; Krivokapic-Soko & Collins, 2016; Garcia, 2009), a friendly population, the presence of family and or friends (Lambert, 2014; Sherell et al., 2005; Townsend, Pascal & Delves, 2014),

and a peaceful and clean environment (Guo, 2013; Krivokapic-Soko & Collins, 2016). Third, access to local services such as health services (Williams et al., 2015) and recreational or cultural programs (Krivokapic-Soko & Collins, 2016; Williams et al., 2015) also bolster non-gateway attractiveness.

Immigrant Perceived Barriers. The four main barriers immigrants in non-gateway locations encounter reflect those identified in theme two and the attractiveness criteria above. First, the most significant barrier identified by immigrants, and attributed to unemployment and underemployment, is the non-recognition of education and professional credentials earned outside of the country (Brown, 2017; George et al., 2017; Guo, 2013; Krivokapic-Soko et al., 2016; Lambert, 2014; Walton-Roberts, 2005; Williams et al., 2015). Second, a lack of language proficiency is considered by immigrants as inhibiting access to employment opportunities, impacting their levels of income, access to housing and increasing experiences of bias (Dalla et al., 2005; George et al., 2017; Guo, 2013; Hakak, Holzinger & Zikic, 2010; Townsend et al., 2014; Walton-Roberts, 2005; Williams et al., 2015). Third, a lack of presence of family and friends and casual contacts and relationships with locals is a significant barrier (Guo, 2013; George et al., 2017; Hou, 2007; Sherell et al., 2005; Townsend et al., 2014; Vatz Laaroussi et al., 2016) because the former provides social support and the latter access to professional opportunities (Arcand et al., 2009; Lamba, 2003). Last, bias has been reported within the community (Brown, 2017; Dalla et al., 2005; Échraf-Ouédraogo, 2012; Vatz-Laaroussi et al., 2016) when looking for employment (Eroter et al., 2022; Hakak et al., 2010), opportunities for advancement (Eroter et al., 2022) and rental housing, making purchasing a house more accessible for those with the means to do so (Brown 2017; Teixeira, 2009). Despite reported experiences of bias, immigrants report higher levels of trust in their neighbours (Lund & Hira-

Friesen, 2013), lower levels of feelings of discomfort, discrimination, and less fear of becoming victims of hate crime compared to immigrants in larger urban cities (Ray & Preston, 2013; Lund & Hira-Friesen, 2013).

Immigrant Impressions of Their Workplace and Integration Services. Access to social services and economic integration services play an important role in immigrant retention, particularly in non-gateway locations. Immigrant social integration services in non-gateway locations include assistance: understanding the local work culture, finding housing, school registration for children and inviting families to local activities (Vatz Laaroussi et al., 2016). Immigrant economic integration services offered may include: business breakfasts, networking activities, visits with employers, sensitization activities for employers, diversity management training and mentorship for businesses (Vatz Laaroussi et al., 2016). Although a wide range of social and economic services are offered immigrants' propensity to stay depends largely on their experiences within the workplace. Specifically, the attitudes of managers and their colleagues and the relationships they build in the workplace (Brown, 2017; George et al., 2017; Kazemipur & Nakhaie, 2014).

Relationships with managers and colleagues are perceived as important for several reasons. First, they provide immigrants with insight and support to understand the work culture, how to solve problems and improve performance (Wang & Sangalang, 2005). Second, work colleagues help immigrants develop weak and subsequently strong ties with the local community (Brown, 2017; Walton-Roberts, 2005) thus increasing feelings of belonging (George et al., 2017). Last, colleagues are an important source to identify and access rental housing that meets their needs (Brown, 2017). Yet, immigrants believe that developing these weak and strong ties in the workplace, and subsequently the community, is a significant challenge (Krivokapic-Soko

& Collins, 2016; Lebel-Racine, 2008; Townsend et al., 2014; Vatz Laaroussi et al., 2016).

Although temporary foreign workers in the agriculture industry have a different relationship with their employers, they too have few opportunities to build relationships with locals (Bélangier & Candiz, 2014).

Summary of Theme Five. The literature investigates immigrants' perspectives of non-gateway locations. These perspectives identify what immigrants' hopes and expectations are for themselves professionally, and for their families and explore their experiences within the non-gateway communities. Factors that they identify as important include the availability of certain infrastructures, the social and physical environment and access to public and recreational services. The most prominent factors identified by immigrants are employment opportunities and the relationships that are developed with managers and colleagues in the workplace as these relationships influence their experiences in other spheres of non-gateway locations identified as attractive. Yet, immigrant integration into the workplace, professional trajectories and relationships with managers and colleagues in non-gateway locations has received little coverage. Therefore, this body of literature raises the question: what are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

Chapter Three: Methodology

This chapter will describe the research methodology of the present study. This section will begin by re-stating the research purpose and questions, explaining the choice of research methodology, describing the research methods and how trustworthiness and credibility will be assured.

The overarching objective of the study is to gain an in-depth understanding of the lived experiences and perspectives of Quebec immigrants and non-gateway Small to Medium Enterprises (SMEs) manufacturers on the challenges of recruiting, training, and retaining immigrant employees. Five sub-questions underpin the study:

1. What onboarding strategies are non-gateway manufacturing SMEs adopting to recruit train and retain immigrant employees with technical or trade skills?
2. What are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?
3. How do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?
4. What are non-gateway manufacturing SMEs' perceptions of government and non-government services available to them and what additional support do they need to successfully recruit, train, and retain immigrant employees with technical or trade skills?
5. What are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

Choice of Research Methodology

This subsection describes the research methodology selected for the study. Specifically, it will describe and justify the use of qualitative research methods, the paradigm of social constructivism and the phenomenological research tradition.

Qualitative Research Methods

The central phenomenon that will be investigated is non-gateway SMEs' use of onboarding methods and the unit of analysis is non-gateway SMEs and immigrant employees' experiences and perceptions of onboarding. To investigate these experiences and perceptions a qualitative research design was selected. In contrast to quantitative methods, which seek to test a hypothesis and critical methods, which seek to identify and transform power structures within society the present study will investigate a social and open-ended issue (Denzin & Lincoln, 2011) by collecting data from multiple sources, multiple participants and examining multiple meanings using inductive, and interpretive methods (Creswell, 2007, Golafshani, 2003).

Paradigm: Social Constructivism

The present inquiry is framed by a social constructivist paradigm. Social constructivism is an interpretive framework, which describes knowledge as being the product of human social experiences and interactions. The objective of social constructivists is to understand the underlying processes of social interactions, the complexity of the different perspectives and the socio-historical context within which they are embedded (Creswell, 2007). Therefore, the ontology of social constructivism is relative and co-constructed, and the epistemology is transactional and subjective (Lincoln et al., 2011). In other words:

Knowledge does not simply exist out there waiting to be discovered, but rather is constructed by human beings in their interaction with the world... knowledge is constructed by people who are socially and culturally embedded... therefore knowledge is shaped by various implicit value judgments... (Gordon, 2009, p.39).

Methodologies associated with social constructivism have the power to be transformational for both the researcher and participant alike. The ontology and epistemology of social constructivism produces knowledge based on consensus building between the participant and the researcher (Lincoln et al., 2011). Therefore, methodologies from this theoretical lens engage the researcher and participant to collaboratively co-construct their understanding of the phenomenon. By co-constructing knowledge, the participants are facilitators that allow the researcher to understand how they "...perceive and interact within a social context" (Lincoln, et al., 2011, p.110). An advantage of participants actively producing knowledge is that they take ownership of the outcomes of the research, which incentivises them to adopt solutions that may emerge from the study. To achieve this transformational goal, the methodology must be hermeneutical and dialectical (Denzin & Lincoln, 2011). Hermeneutical phenomenology is a research tradition that serves this purpose by virtue of its philosophical underpinnings. This research tradition traces its roots to three mathematicians and philosophers: Edmund Husserl, Martin Heidegger and Hans-Goerg Gadamer.

Tradition: Phenomenology

Phenomenology is a qualitative research method, originally drawing on the field of philosophy. The underlying philosophical assumptions of phenomenology date back to 20th-century Germany. The philosophy originates with philosopher and mathematician Edmund Husserl who believed in the value of describing the experiences of individuals engaged in a particular phenomenon from multiple perspectives, known as horizons, to derive a universal essence from their standpoint (Moustakas, 1994).

Objectives of Phenomenology. The objective of phenomenology is to understand the lived experiences of a group of persons, at times from different cultures, in relation to a particular phenomenon to derive a universal essence across the experiences (van Manen, 2016). The

essence of those experiences may serve to inform action and policies (Creswell, 2007; Lincoln et al., 2011). Phenomenology is best suited to emerging phenomena because it seeks to describe rather than make empirical generalizations, prove a pre-established theory (van Manen, 2016) or to develop a theory as is the case with grounded theory (Creswell, 2007). It contrasts with ethnography as it seeks a universal essence across cultures rather than within a single culture and it contrasts with narrative objectives that focus on individual experiences (Creswell, 2007; Lincoln et al., 2011). There are two types of phenomenology: transcendental and hermeneutical.

Transcendental Phenomenology. Based on Cartesian thinking ‘I think therefore I am’ Husserl philosophised that humans could suspend their own judgments and life experiences to describe a phenomenon objectively from the other’s perspective (Cibangu & Hepworth, 2016). This consciousness of one’s subjective meanings, experiences and biases was called intentionality and could be achieved through epoche, also known as phenomenological reduction or bracketing (Moustakas, 1994). Phenomenological reduction is believed to be achieved through reflexivity as researchers identify experiences, knowledge, theories, and biases associated with the phenomenon prior to beginning the research, during data collection and in the final written report (Creswell, 2007). By bracketing, one may refrain from manipulating the data into pre-existing understandings within the field and develop objective descriptions. This philosophy assumed a positivist ontology and epistemology where there is a single truth that could be uncovered and verified by an objective researcher (Lavery, 2003). As such, transcendental phenomenology seeks purely to describe a phenomenon or an experience.

Hermeneutical Phenomenology. The transcendental phenomenology’s positivist philosophical assumption was critiqued and re-conceptualized into an interpretive and hermeneutical perspective by Husserl’s followers: Martin Heidegger and Hans-Goerg Gadamer. Heidegger’s

work introduced the idea of interpretation to phenomenological philosophy. He focused on Dasein, which translates to life or existence. Heidegger argued that Dasein is temporal, meaning that it is located within a specific historical context based on a person's past experiences, culture, and future potential trajectories. Dasein and temporality are inextricably linked and therefore human thought is inextricably linked to one's socio-cultural historicity (Lavery, 2003). Based on this premise, any description of human experiences and interactions is the product of interpretation where temporality serves as the filter.

Heidegger's interpretive philosophical assumption transformed the purpose of Husserl's reflexive intentionality and suspended the idea of bracketing. Husserl's concept of intentionality was a reflexive exercise where conscious acknowledgement of one's biases would allow one to suspend those biases to produce objective descriptions. In contrast, Heidegger conceived intentionality as "...the intentional act of attaching ourselves to the world, to become more fully part of it, or better, to become the world" (van Manen, 2016, p.5). Therefore, intentionality continues to be a reflexive activity of one's own life experiences and biases, but the goal is no longer to suspend judgment. Rather, the goal is to acknowledge that life experiences and biases inevitably become the lens that shapes any description of a phenomenon and therefore those descriptions are subjective interpretations. As such, it is argued that objectivity and phenomenological reduction are impossible and "to do research is always to question the way we experience the world, to want to know the world in which we live as human beings (van Manen, 2016, p.20). Furthermore, phenomenological description is never final because every time an experience is re-collected, different past experiences and potential future trajectories influence one's interpretation of the experience (van Manen, 2016).

Gadamer's work extended Heidegger's philosophy of interpretation to what is currently known as hermeneutical phenomenology. He argued that rather than knowledge being objective or subjective it is dialectical whereby:

... the knower engages with the world around, taking fully into account what the world means for him and vice versa. The knower listens to the other from a readiness to accept the other's input as being relevant to himself. Knower and Known engage in a joint learning process in which both changes in identity and new horizons emerge. The knower no longer just looks at the world but interacts and takes responsibility for the process of development in the world (Abma & Widdershoven, 2011, p.672).

Therefore, in addition to acknowledging that prior experiences and prejudices shape the interpretation of texts, Gadamar's hermeneutics conceptualizes interpretations as the product of an interaction between researcher and participant (Denzin & Lincoln, 2011). The social interaction requires people to build consensus around the meaning attributed to an event and this consensus-building is transformational for both the researcher and the participants. The co-construction of knowledge transforms the researcher as they come to understand the phenomenon from a new lens. For participants, it may be transformative as they take on an active role in knowledge production through reflection, which may empower them to take action or change their behaviours (van Manen, 2016). The philosophical assumptions put simply mean that "phenomenology describes how one orients to lived experience, hermeneutics describes how one interprets the 'texts' of life" (van Manen, 2016, p.4) and the interpretation is dialectical. Hermeneutic phenomenology's ontology is one of relativism and its epistemology is transactional and co-constructed and as such it has been credited as an antecedent of constructivism (Cibangu & Hepworth, 2016).

Hermeneutical Phenomenology and the Present Study. Hermeneutical phenomenology is the tradition selected for the present study. Hermeneutical phenomenology seeks to understand participants' interpretations of their experiences and the meaning they attribute to those experiences. The objective of hermeneutical phenomenology corresponds with the present study, which seeks to understand the perceptions of non-gateway SMEs perceptions of onboarding immigrants and immigrants' perceptions of their employer's onboarding programs.

It should be noted that the present study shares similar structures and features with multi-case study methodology but remains phenomenological. Similarities include the use of thick descriptions (Flyvbjerg, 2011), which are “very densely textured facts” (Geertz, 1973, p.28), of each non-gateway SME community, company, onboarding program and a comparison across companies. However, in a multi-case study, the unit of analysis would be the onboarding programs while the present study focuses on participants' onboarding experiences and perceptions to identify a universal essence (van Manen, 2016), which is then used to inform and extend existing theories of onboarding. Moreover, thick descriptions align with hermeneutical phenomenology as their production requires reflexivity and editing, meaning researchers consider their own subjectivities during the research process (Mann, 2016). This reflexivity resembles Husserl's reflexive intentionality discussed earlier and editing to that of negotiation of meaning between the researcher and the participant in the form of writing and re-writing experiences to identify the essence of those experiences. These elements are further discussed in the research methods below.

Site and Participant Selection

The site and participant selection criteria were framed by the literature review and theoretical framework of the study. In accordance with qualitative research requirements, the theoretical framework and phenomenological tradition, multiple organizations, and multiple

individuals from within each respective organization were recruited. Hermeneutical phenomenology recommends the examination of the lived experiences of 5 to 25 persons (Creswell, 2007; Seidman, 2006) to acquire multiple perspectives.

Selection Criteria and Number of Participants

The goal of the present study was to recruit three companies, a minimum of six and a maximum of eight participants from each site for a total of 18 to 24 participants based on the maximum variation sampling technique. Maximum variation allows for the inclusion of diverse companies in terms of size, industry, technologies, and budget. This reflects the diversity of Quebec companies and allows researchers to investigate if one of the above characteristics has an impact on the processes and outcomes within the organization (Flyvbjerg, 2011).

Company inclusion criteria were:

- SMEs, companies with one to 499 employees (Global Affairs Canada, 2019);
- Manufacturers, companies whose business is to physically or chemically transform materials into new, finished or unfinished products (Industry Canada, 2020);
- Located in a Quebec non-gateway location, outside of Montreal (Statistics Canada, 2022f);
- Currently or previously have employed immigrants;
- Experiencing or who have experienced in the past a shortage of technical or trade skilled workers.

Participants came from multiple departments and positions that are involved in the onboarding of new employees and who have the most frequent contact with new employees. Participant profiles include workers, managers, executives and/or a Human Resource representative for a total six to eight participants per organization. In each company, the employee who is most involved in onboarding and who has the most contact with new recruits

may differ. Below is a list of four profiles and the data sought from each profile, which represented the criteria for inclusion:

1. An executive, who is familiar with the:
 - History of the company
 - Company vision, objectives and investments made to achieve those goals
 - Company structure
 - Beliefs about the company climate, values, philosophy, communication processes and the business model
 - Products and clients
 - Provide access to onboarding artefacts
2. Human resource representative, who is familiar with the:
 - Insight into the development and implementation of onboarding
 - Who is involved in the different steps of hiring and training, and in what capacity
 - Knowledge and use of government and non-government partners for hiring and training new employees in general and immigrants in particular
 - Provide access to artefacts such as: job ads, advertising partners, selection criteria, onboarding practices and materials and performance
3. Managers or supervisors, including front-line manager, quality manager, manufacturing (process engineer), department lead or senior employee involved in onboarding new employees, who are familiar with the:
 - Professional performance, training, feedback and assessment
 - Support provided to new employees
 - Re-occurring challenges, knowledge gaps and adjustment needs of new employees

- Knowledge of workers' collegial and social interactions
4. Technical or trade skills employees, both immigrant and non-immigrant, who are familiar with:
- Recruitment and onboarding experiences
 - Support and feedback experiences
 - Perceived challenges

Recruitment was a two-phase process beginning with the recruitment of companies followed by individual employees who corresponded to the above-mentioned profiles within each company.

Phase 1: Recruitment of organisations

1. Social media campaign (Appendix A): advertising the study and three information sessions geared toward business owners via LinkedIn, Facebook, and Twitter.
2. Partners: private organisations working with SMEs, one of which is the researcher's employer (Appendix P), were asked to like and share the ad campaign. Partners also contacted SME business owners in their network via email and telephone to promote the information sessions.
3. Registration: interested business owners registered via Eventbrite (Appendix B1) and provided their name, company, position, private email, and telephone number. All data remained confidential and accessible only to the researcher and used to contact presentation attendees 24 to 72 hours after the information session.
4. Virtual information sessions: held on three separate dates via Zoom.

5. Presentation package distribution: attendees received a copy of the presentation with contact information (Appendix C1), the organizational participation form (Appendix D1) and the information and consent form for individual participants (Appendix D2).
6. Presentation: The researcher gave a presentation overviewing the study, its objectives, the expected outcomes, what consenting participants will be asked to do, remuneration and the process of consent (Appendix C1). This was followed by a presentation of immigrant onboarding best practices based on the literature review.
7. Question and answer period: following the presentation attendees asked questions.
8. Follow-up call: 24 to 72 hours after the information session the researcher made a follow-up call to each of the attendees (Appendix E). Attendees willing to participate were asked to immediately fill and sign the organizational participation form (Appendix D1) and the information and consent form for individual participants (Appendix D2) using an electronic signature or a paper copy that was then sent to me via email or text message.
9. Company tour, employee recruitment and company head interview: during the follow-up call a date was scheduled for the researcher to visit the facilities and conduct a presentation to recruit employees. A Google calendar invitation was sent to confirm this date and 24 to 48 hours prior to the date a reminder email was sent to confirm the meeting (Appendix G).

Phase 2: Recruitment of employees who met the profiles mentioned earlier within companies that agreed to participate.

1. Translation: company heads were asked if any employees required translation to a language other than French or English, so the researcher was able to prepare any documents (information session flyer, information package and consent) necessary ahead of time and hire a translator. In one case there was a request to translate the documents into Spanish.

2. In-house advertising: consenting company heads were asked to share a flyer with employees, as an internal memo or email (Appendix F), advertising the study and inviting interested people to an information session.
3. Registration: attendees were asked to fill out a registration card upon arrival (Appendix B2) providing their name, position, and personal contact information so that the researcher may contact attendees to solicit their participation. Each attendee completed their own card.
4. Presentation package distribution: attendees received a copy of the researcher's presentation (Appendix C2) and the information and consent form (Appendix D2).
5. Presentation: the researcher delivered a presentation overviewing the study, its objectives, the expected outcomes, what consenting participants would be asked to do, remuneration and the process of consent (Appendix C2).
6. Question and answer period: following the presentation attendees were able to ask questions or speak individually and were invited to contact the researcher by email, telephone or to set a virtual meeting.
7. Follow-up call: 24 to 72 hours after the information session the researcher made a follow-up call and sent a follow-up email to each of the attendees (Appendix E). Attendees willing to participate were asked to immediately fill out and sign the information and consent form (Appendix D2) using either an electronic signature or a paper copy and sent it to the researcher via email or text message.
8. Interview date: during the follow-up call/email an interview date and location was scheduled, a Google calendar invitation was sent to confirm this date and 24 to 48 hours prior to the date a reminder email will be sent to confirm the meeting (Appendix G).

Instruments and Data Collection

The data collection instruments were designed to identify onboarding learning experiences, to describe the sociocultural environment framing those experiences and explore participants' perceptions of those context-specific experiences. Three instruments were used to collect the data: semi-structured interviews, artefacts, and field notes.

Data Source 1: Interviews

Interviews and handwritten notes of the interviews provided the bulk of the data. The interviews were conducted in French, with the exception of two requiring a Spanish-English translator. The researcher to explore participants' subjective experiences and attitudes that would otherwise be inaccessible (Peräkylä & Ruusuvuori, 2011). Qualitative hermeneutical phenomenological interviews are structured to identify the sociocultural context that is then used to frame the subjective experiences and attitudes towards the phenomenon (Seidman, 2006). Seidman (2006) recommends three 90-minute interviews for a total of four and a half hours. Interviews were shortened to a single 60-to-90-minute interview with three distinct parts, reflective of the phenomenological three-interview process.

The semi-structured interviews were conducted over Zoom. All employees were given the option to be interviewed in a private space in the workplace or from their homes during non-working hours. All interviews were digitally recorded, and notes were taken during the interviews. The content of interviews differed from one participant to the next as they have different roles and access to different types of information. As such, different interview guides were developed for the head of a company or executives, managers, and immigrant employees (c.f. Appendices H1, H2 and H3 for the full interview guides by profile).

Interview Part 1. The first part of the semi-structured interview explored the life history of the participant as it relates to the phenomenon in question (Seidman, 2006). Questions pertained to

the person's life history as it relates to onboarding new immigrant employees in conjunction with the socio-cultural environment of the business.

Questions were asked concerning participants education, their professional backgrounds, how they came to work for the company, their roles and responsibilities within the company and their understanding of the company's values and mission. Immigrant employees were asked to discuss their home country's work experience, onboarding experiences and their immigration experiences.

Interview Part 2. The second part of the interview explored participants' experiences with onboarding new immigrant employees in the context of the company. The objective was to validate whether the company strategies reflect those in the literature, represent new or alternative strategies, the processes, and people they interact with and in what way during onboarding. To guide the discussion, the researcher referred to an onboarding checklist that participants could add to and expand on (Appendix I).

Questions were asked concerning participants' roles in onboarding, experiences in onboarding immigrants, and to describe which colleagues, superiors, external organisations, or consultants they interact or collaborate with when onboarding new immigrant employees. New immigrant employees were asked to describe their onboarding experiences and interactions with colleagues and superiors.

Interview Part 3. The third part of the interview was a reflection and interpretation of the lived experiences discussed in the second interview and contextualized by the first interview.

Company heads and managers were asked what they think of their onboarding programs, how they perceive immigrants as meeting their labour needs and what additional resources or support

they believe they need. Immigrants were asked about their perceptions of employer onboarding strategies and their own training needs.

Data Source 2: Artefacts

Artefacts are materials created by people and, in this study, provided insight into onboarding strategies, to make inferences about company culture, and a town's welcoming capacity and to triangulate the interview data. Artefacts collected from managers and employees related to onboarding such as sample job descriptions, job advertisements, diversity statements, orientation materials, performance assessments, feedback charts used by supervisors, career planning, company training investments. Company website artefacts included: the mission statement, their philosophy and or values, the general description of the company, descriptions of products, product advertisement, descriptions of key employees, years in existence, clientele and partners and explicit commitment to diversity. Artefacts concerning the welcoming capacity of the town were collected from the town's official website, websites of immigrant integration service providers in the area, housing websites and job search websites (c.f. Appendix J for artefact collection framework).

Data Source 3: Field Notes

The objective of the field notes was to create a richer, more detailed description of the temporal context: the business culture, the welcoming capacity of the town, to triangulate the data and help audit for researcher bias. The field notes took the form of written observations and personal speculative reflections (Given, 2008b) concerning the physical environment and aspects of the people that may not be captured in audio-recorded interviews. Field-notes were taken during and after the company tour, interviews, and the researcher's visit to the non-gateway location (c.f. Appendix K for the field notes guide).

Table 2 below summarizes which data collection instruments and data were used to answer each of the five research questions.

Table 2

Data Used to Answer RQs

Research Questions (RQs)	Data Collection Instruments	Data Informing RQs
RQ1: What onboarding strategies are non-gateway manufacturing SMEs adopting to recruit train and retain immigrant employees with technical or trade skills?	Interviews Artefacts Fieldnotes	Artefacts: Company website, onboarding materials provided by the company. Fieldnotes: Company tour (layout, employee comments and behaviours during the tour visit and interviews) Interview Part 1: Socio-cultural history (personal, professional, company description). Interview Part 2: Immigrant onboarding procedures.
RQ2: What are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?	Interviews	Interview Part 3: Perceptions of the onboarding program and immigrant workplace integration
RQ3: How do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?	Interviews	Interview Part 1: Socio-cultural history (personal, professional, company description). Interview Part 3: Perceptions of the onboarding program and immigrant workplace integration
RQ4: What are non-gateway manufacturing SMEs' perceptions of government and non-government services available to them and what additional support do they need?	Interviews	Interview Part 3: Perceptions of the onboarding program and immigrant workplace integration

RQ5: What are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

Artefacts
Fieldnotes
Interviews

Artefacts: Government websites (federal, provincial, and municipal), community group websites, rental websites and job search websites

Fieldnotes: Company tour (layout, employee comments and behaviours) and participant behaviours during interviews

Interview Part 1: Socio-cultural history (personal and professional).

Interview Part 2: Immigrant onboarding processes in the company.

Interview Part 3- Perceptions of the onboarding program and immigrant workplace integration

Instrument Validation and Piloting

To validate the interview guides (Appendices H1, H2 and H3) and onboarding checklist (Appendix I) they were piloted in the first data collection location. The objective of the pilot project was to validate that the interview questions elicit the type of data sought and to acquire data for analysis, and comparison of the onboarding experiences across a single company and across three different companies.

Data Storage and Protection

The data, paper documents, electronic documents and digital files required storage and protection. Paper documents were scanned and stored along with electronic documents for 20 years in a password-protected computer. To maintain confidentiality, all participants, the companies, and towns where the companies are located were given a pseudonym. Furthermore, to minimize the chances of identifying the individual locations and subsequently the companies and participants, exact references are not provided for statistical data and certain elements about the community and the company were described broadly in chapters that report the data and findings. Furthermore, the essences derived from the interviews are not shared to maintain

confidentiality because there is personal information that may make the companies and participants identifiable, particularly because they are in smaller communities. The pseudonyms used to identify participants were the only paper document kept and it was stored separately from electronic data in a locked desk in the researcher's office. The participants had the option to disclose their personal demographic information to the agency funding the study by selecting a box in the consent form.

Data Analysis and Reporting

The objective of phenomenological data analysis is for the researcher to write a descriptive passage of the multi-dimensional experiences and the underlying commonalities, from the perspective of the interviewees. These descriptive passages are called 'essences' and they are produced by synthesizing information from the unique textural descriptions, what was experienced, and structural descriptions, how it was experienced (Creswell, 2007). By examining contextualised experiences, the interviewees process of learning is surfaced and becomes the focal point of the research (van Manen, 2016). To produce multi-dimensional 'essences' the analysis must incorporate multiple perspectives and sources of data. For these reasons' multiple companies, participants and forms of data were collected. The interviews, the artefacts, and the fieldnotes were analysed using holistic coding, which is the reading and re-reading of the data to identify significant statements and broader themes that emerge (Saldaña, 2016) and which were reported as patterns. The following steps detail the preparation, coding, and analysis of the data:

1. Prepare verbatim transcription of digitally audio audio-recorded views using transcription software.
2. Review transcripts to ensure accuracy.

3. Compile data in Excel to prepare for analysis. Assign one Excel workbook for each company and a fifth workbook for the cross-company analysis (cf. step 11). In each company Excel workbook create five worksheets: three worksheets for the interviews (one worksheet for each phase of the interview, cf. p. 82), a fourth worksheet to record fieldnotes and artefacts (used for triangulation) and a fifth worksheet to isolate cycle one codes (cf. step 5). Assign each participant two columns in worksheets one, two and three: one column will be used to copy-paste the verbatim transcripts and the second column to record cycle one codes (cf. step 4).
4. First cycle coding: For each participant read through the transcripts highlighting passages of interest that may represent broader themes. In the second column note single-word codes, short phrases and record analytical notes explaining coding decisions, points of interest, and points that surprised or presented challenges. Review field notes and artifacts to triangulate participants' experiences. Repeat until the process has been exhausted.
5. Compile cycle one codes: in the fifth worksheet assigning a column for each participant and copy-paste cycle one codes from the first three worksheets.
6. Second cycle coding: In the fifth worksheet identify codes that occur frequently, group similar codes or create new codes. Review field notes and artifacts to triangulate emerging codes. Repeat until the process has been exhausted.
7. Write and re-write a detailed description of the structural and textural experiences to produce a composite description of the essence (Creswell, 2007).
8. Contact participants to perform a member check, participants review detailed descriptions of the emerging patterns and provide feedback.
9. Repeat steps 7 and 8 until participants agree with the detailed descriptions.

10. Identify the pattern strength of emerging codes from step 6 for each organization. Report pattern strength as dominant (reported by all participants); strong (50% or more of the participants); weak (33% to 49% of participants) and interesting (20% to 32% of participants).
11. Compile codes for each company and different groups of participants in a fifth Excel workbook. Create five worksheets to compile cycle two codes for each company, immigrants, non-immigrants, management, and non-management participants.
12. Identify the codes that occur across the four companies and categories of participants or group similar codes to create new ones.
13. Identify patterns and pattern strength for the codes identified in step 12. Report pattern strength across companies as dominant (all companies), strong (three companies), weak (two companies) and interesting or noteworthy (one company). For each cross-company pattern also identify pattern strength among immigrants and non-immigrants and report those pattern strengths using the format in step 10.
14. Use the dominant and strong patterns derived from step 13 to extend and build on existing onboarding models using a theory elaboration approach. A theory elaboration approach is one when a study is framed and driven by existing models (Lee et al., 1999). In this study the models were Feldman's contingency theory of organizational socialization (1976); van Maanen and Schein's theory of organizational socialization (1979) and Holton's cyclical new employee development integrated system (1996). The two former models represent seminal and tested models in the field and the latter incorporates the cyclical nature of onboarding. Based on the data, two updated models were created: one reflecting the experiences and

needs of immigrant workers who are recruited locally (Figure 1, cf. p.399) and another for those who are recruited internationally (Figure 2, cf. p.400).

15. Report findings across five chapters using a common set of headings and thick descriptions.

Assign each company its own chapter and a fifth chapter, following the presentation of the four companies, to compare the results across the participating companies. Each chapter addresses (i) the context of the company and its community, (ii) who the participants are, (iii) the general operations of the company, (iv) onboarding strategies used in the company and (v) perceptions of the company and its onboarding experiences from immigrant and non-immigrant workers. The thick descriptions provide cultural context to participant behaviours and describe the subjective meaning participants attribute to those behaviours (Geertz, 1973), which are important elements in phenomenological interviews (Seidman, 2006). Table 3 lists the sections of the chapters and the research questions with which they were associated.

Table 3

Headings Used to Answer RQs

Headings in Chapters Five to Nine	Corresponding Research Questions
About the context The community and the company	RQ #2 and #5
Participants Personal and professional experiences related to immigrants/immigration and onboarding	RQ# 3
General operations Company structure; vision, mission and values, physical layout and modes of communication	RQ #1, #3 and #5
Onboarding strategies	RQ #1
Immigrant and non-immigrant perceptions Company perks, onboarding challenges, advice for new employees and how to strengthen immigrant onboarding	RQ #2, #4 and #5

Assuring Trustworthiness and Credibility

The present inquiry assured trustworthiness, rigour, and quality through five means: methodological triangulation, member checks, the use of thick descriptions, auditing, and a frame interview. First, methodological triangulation was ensured by collecting data from multiple sources (Guba & Lincoln, 1982; Golafshani, 2003; Salkind, 2010). Interview data came from four companies, six to eight employees from each company working across different departments and ranks for a total of 28 participants. Data was also collected in the form of artefacts and fieldnotes, serving to cross-check the patterns identified in the interviews. These multiple sources improve reliability by decreasing the impact of potential limitations of a single data source (Plano Clark & Creswell, 2015).

Second, member checks were conducted twice to validate the researcher's findings and contributed to ensuring the credibility of the data (Guba & Lincoln, 1982). First, each participant reviewed and validated the accuracy of their written essence. Any necessary modifications were made, and the procedure was repeated until the essences were accepted by participants. Second, the final research results were shared with participants, and they were given the opportunity to provide additional feedback.

Third, the data was reported using thick descriptions. Thick descriptions help protect against narrative fallacy by allowing the researcher to delve into the complexities and conflicting perspectives of the topic (Flyvbjerg, 2011). In this study, thick descriptions were based on participants' described experiences and as mentioned above there were member checks to help ensure the quality of data. An additional benefit is that thick descriptions increase the transferability of results to other contexts and settings (Guba & Lincoln, 1982).

Fourth, the analysis and results were audited by a third party. A third party reviewed the data collection, the patterns, the results, and how methodological decisions were made, which

contributed to improving dependability and transferability of the findings (Guba & Lincoln, 1982). This was also done to ensure that the patterns and results aligned with the collected data that was collected. The third party was not familiar with the companies, the participants or the onboarding programs put into place.

Last, prior to recruitment, the researcher conducted a frame interview. The frame interview, an extension of practicing reflexivity (Guba & Lincoln, 1982) or what is also known as bracketing (Holstein & Gubrium, 2011), was used to identify the researcher's potential biases or presumptions. The frame interview was conducted by someone outside the research team, exploring the researcher's interest and experience with onboarding, manufacturers, SMEs, and non-gateway locations (Appendix M). It was reviewed prior to data collection, prior to data analysis and after analyzing the data. This helped the researcher be cognizant of those biases and to audit the conclusions drawn from the data. Potential biases included:

- Companies will focus more on recruitment than on the retention of workers.
- People's cultural background may colour their perception of onboarding and/or the community they live in.
- Small and medium enterprises may lack the human, financial and/or knowledge resources for onboarding immigrants.
- Participants will identify social connections as important for integrating into the workplace and the community.
- Companies located further away from gateway locations may have more strategies than those closer to gateway communities because their distance forces them to be innovative.

Chapter Four: Overview of Communities and Participants

This chapter summarizes general information about the sample and is divided into three parts. The first part summarizes information about the context of the companies. The second part summarizes information about the companies. The last part of this chapter describes the study participants.

About the Communities

The four participating companies are in four different administrative regions in the province of Quebec. This section describes the local population—size, demographics, and countries from which immigrants arrive—then the local economy and employment opportunities for residents in the regions; and services as well as other major community organizations.

Population, Demographics, and Immigration

The participating companies come from four different administrative regions in the province of Quebec. Table 4 below summarizes the characteristics of the communities.

Table 4

Population, Demographics, and Immigration

	Riverside	Northcrest	Royalmount	Fort Saint-Amour
Founded	1651-1700	1651-1700	1601-1650	1601-1650
Population	150,000-200,000	20,000-50,000	500,00-550,000	150,000-200,000
Population changes	3% increase	3% decrease	3.3% increase	1.3% increase
Population 50 years and older	45%	65%	68%	65%
Immigration intake	<0.5%	0.1%	5%	<1%

French proficiency of immigrants	Not available	33%	72%	75%
----------------------------------	---------------	-----	-----	-----

All four communities were founded in the 17th century, two in the first half and two in the second half. The population ranges from 20,000 to 550,000 inhabitants, according to the Statistics Canada and the Quebec government websites. Three of the four communities have a population that is superior to 100,000.

All four communities are experiencing difficulty maintaining their population. This is a growing challenge for two common reasons: an ageing population and difficulty attracting immigrants. First, although three of the four communities have recorded an increase in the local population that ranges from 1.3% to 3.3%, they have an ageing population and death rates that exceed birth rates. Only Northcrest recorded a decrease in the local population. Three of the four communities have 60% of their population that is aged 50 years and above. Riverside has the youngest proportion of inhabitants with 55% of the population being below 50 years of age.

Second, all four communities have difficulty attracting immigrants. Three of four communities attract less than 1% of immigrants entering the province, while one community, Royalmount, attracts 5%. On a positive note, there is a strong pattern where over 70% of immigrants entering three of the four communities are proficient in French. In Northcrest, 33% are proficient in French.

About the Local Economy and Employment Opportunities

According to all four municipal websites the communities have a diversified local economy. According to Statistics Canada the largest employers in all four communities are in the public sector, namely healthcare and social services, and education. In the private sector, there was a strong pattern where three of the four communities have one or more large employers working in the primary sector, those that exploit natural resources, and secondary industries, manufacturing,

construction and/or processing goods from the primary sector. Furthermore, two communities predominantly employ people in the secondary sector, and tertiary sector, which are service providers, and one community predominantly in the primary sector and secondary sectors. One community, Royalmount offers positions in the quaternary sector: technological and intellectual innovation services.

According to the job site Indeed, all four communities struggle to fill positions in retail and wholesale; three of four communities struggle to fill positions in manufacturing and the restaurant industries while two of the four communities struggle to fill positions in construction, maintenance and repair and healthcare industries.

For those relocating to these non-gateway communities, they face a similar challenge: access to housing. As is the case in the rest of Quebec, housing of any type—especially affordable housing—is scarce (Quebec Professional Association of Real Estate, 2022). This even though housing remains more affordable than in the gateway location of Montreal. Table 5 below provides an overview of the cost of housing in the different regions compared to Montreal.

Table 5

Cost of Housing Compared to Montreal

	Montreal	Riverside	Northcrest	Royalmount	Fort Saint-Amour
Single-family home	\$448,694	\$245,500	\$262,500	\$340,500	\$289,500
Condominium	\$381,000	\$199,450	Not available	\$245,500	\$215,500
1 Bedroom apartment	\$1,495	\$1,000	\$558	\$1,120	<\$700

Listings for homes for sale have dropped between 4% and 41% with those further away from Montreal, namely Northcrest and Riverside, experiencing the highest drop in listings. Housing prices remain lower compared to Montreal. First, the median price of a single-family home is

24-45% lower than the list price of \$448, 694 in Montreal. Second, the median price of a condominium is 36% to 48% lower than the list price of \$381, 000 in Montreal. Last, the median list price of a one-bedroom apartment is 25% to 63% lower than the list price \$1,495 in Montreal for a studio apartment (Zumper, 2022).

These communities offer a safe environment for their population. Statistics were available for three of the four communities, and they were all listed as having a minimum of 8% to 18% lower crime rates than the national average and one community, Fort Saint-Amour, has been named as one of the safest places to live in Canada.

About the Community Organizations Serving Newcomers

There are organizations who serve newcomers to these communities, some offering services specifically aimed at immigrant newcomers. The four local municipal websites provide information about the local community in terms of the local economy, services for different categories of immigrants, local festivals, recreation centres, parks, and places to visit and so on. Three of the four websites are in French, and one offers some information in English. Riverside and Fort Saint-Amour provide downloadable documents with information about the community designed for people thinking of moving there. In Riverside, a brief document is provided overviewing of the local economy, social services, and advantages of moving to the community. Fort Saint-Amour provides documents thoroughly outlining various aspects of local life including information about different boroughs, laws concerning signing, a rental lease, integration services, where to obtain equivalences for education credentials, obtaining a driver's license, traffic law to name a few. One of the four communities provides a dictionary with standard and colloquial French expressions and terms.

In addition to information from the municipal government, all four communities have non-profit organizations that offer integration services to newcomers and services to companies.

Table 6 below outlines those services and local amenities.

Table 6

Services Available in the Communities

	Riverside	Northcrest	Royalmount	Fort Saint-Amour
Elementary and Secondary Education	English and French	English and French	English and French	English and French
CÉGEP	1+	1	1+	1
University	1	1	1+	1
Hospitals	Yes	Yes	Yes	Yes
Children's hospital	Yes	No	Yes	No
Private clinics	Yes	Yes	Yes	Yes
Public transportation	Yes	No	Yes	Yes
Access to major highways	1	No	1+	1+
Airport and destinations	Yes	Yes	Yes	No

Two of the four communities have one non-profit organization while two communities have more than one non-profit organization that provides services. These organizations assist newcomers with finding and accessing public services, housing, and employment in the community, and participating in the general community and cultural events. Newcomers include international students, immigrants, and temporary foreign workers, as well as Quebecers, moving into the region and businesses bringing in immigrant workers.

In terms of public services, both educational and healthcare institutions serve newcomers, and transportation options once they arrive. All four communities offer elementary and

secondary education in both French and English, though according to provincial law, students must meet strict eligibility requirements of having a parent who was educated in English in Canada to attend English schools. Elementary and secondary schools in all four communities offer different specialized programs that vary from the International Baccalaureate, science teaching, language teaching and the arts. The communities also offer several post-secondary options. Two of the four communities offer more than one CÉGEP (an acronym for College of general and professional teaching, that offers grade 12 and the first year of university, as well as vocational and technical programs, similar to colleges elsewhere in Canada and community colleges in the United States), and three of the four communities offer one university in the region, while one of the communities offer two university options.

Educational institutions offer specific services for newcomers. In elementary and secondary schools, those services include francization classes, specialized French classes to learn basic French prior to being integrated into regular classes (MIFI 2022a). Elementary and secondary school is free for all minor children, under the age of 18, Quebec including the children of temporary foreign workers who have a Quebec acceptance certificate (MIFI, 2022a).

Services for international students vary across CÉGEP s and Universities the regions. Each CÉGEP (college) offer information in writing and/or videos concerning: their programs, tuition fees and budgetary considerations, the application process, immigration paperwork, study permits, health insurance, the tax system and information and services to access housing on and off campus. The CÉGEPs (general and professional teaching college) also provided additional services and information about community amenities such as peer mentoring programs, instructors' expectations of students, a dictionary with standard and colloquial French expressions, community sports centres, local activities, and festivals. One of the CÉGEPs

(college) provided a handbook with detailed information concerning the geographic location, the climate, Quebec values, currency, local embassies, and transportation options. Public CÉGEP is free for Quebec permanent residents, students from France and the spouse or children of temporary foreign workers with a closed work visa or holders of a post-diploma work visa and fee-based for all other new arrivals in Quebec (Fédération des Cégeps, 2022). Universities in all four communities also offer services for international students. These services are similar to the ones offered by CÉGEPs (colleges). One university, in Royalmount, does not list the services made available for international students' integration and requires students to take an in-person or virtual appointment with an advisor. In contrast to CÉGEPs the information was much more focused on the application process and one university in Royalmount provided no information that was publicly accessible for international students. Universities charge tuition and fees; permanent residents, citizens of Quebec pay the lowest rates; permanent residents and citizens from elsewhere in Canada pay a higher rate, and international students pay the highest rates though students from France and Belgium can attend at local rates (Ministry of Education and Higher Education of Quebec, 2022).

Both healthcare institutions also serve newcomers. Canada offers a single-payer public healthcare system, which is managed within Quebec by the provincial health ministry. All four communities offer at least one hospital, as well as public clinics for non-urgent matters and private medical care centres. Two communities also have a children's hospital. Canadian citizens, permanent residents, children under the age of 18 regardless of their immigration status, seasonal temporary foreign workers, and international students whose country of origin has a social security agreement with Quebec have access to the free medical services of the system (Régie de l'Assurance Maladie du Québec, 2020). Temporary foreign workers with a work

permit of more than six months are also entitled to free medical services but only after a three-month waiting period (MIFI, 2022b). Those who are eligible for the public health system must register with the government agency Régie de l'assurance maladie and receive a health identification card.

Travelling within the four communities primarily requires that individuals have their own cars. For those who do not have a car, three of the four communities offer a public transportation system. The public transportation systems are extensive offering access across the community, to education establishments and in two cases to neighbouring communities. Three of the four communities are connected to other places in Quebec and North America through major highways—which are located next to the towns, three of the four communities offer an airport but only one of the three offer international flights, while the two other airports only connect with flights within the province.

In terms of non-profit organizations, two communities have only one that serve the integration needs of newcomers and two communities have more than one. Table 7 below is an overview of integration service providers and amenities available in the different communities.

Table 7

Integration Service Providers and Amenities

	Riverside	Northcrest	Royalmount	Fort Saint-Amour
Integration service providers	1	1	1+	1+
Muslim places of worship	1	1	1+	1
Other places of worship	No	No	Yes	No
Museums, theatre, festivals and nature parks	Yes	Yes	Yes	Yes

In terms of religious integration, all four communities offer multiple Christian places of worship and at least one place of worship for Muslims. Only one community has a Jewish synagogue and a Buddhist temple. In terms of cultural integration, only one community has organizations serving people from various countries of origin.

All four communities have general cultural and recreational facilities including swimming pools, nature parks to accommodate summer and winter activities such as kayaking, hiking, skiing, snowshoeing and other outdoor activities, and a number of festivals.

About the Companies

Four SME manufacturing companies participated in this study. This section provides an overview of the participating company's general operations and physical layout. Table 8 below describes company characteristics including how and when they were founded, ownership, oversight, ownership, clientele, products and services and other information concerning general operations.

Table 8

Company Characteristics

	Industrial Gears	Alloys Inc	Photons Inc	Monochromatic Inc
Founded	1970s	1980s	2010s	2000s
Founders	Group of friends	Family-owned	Two university friends	Two university friends
Current ownership	Family owned	Consortium	Two university friends	Multinational
Operations and oversight	Family owners	Governing board	Governing board	Independent business unit with a parent company
Sales report	Family members			Annually to all employees

		Quarterly to all employees	Annually to all employees	
Products and services	Repair and manufacture parts	Develop, manufacture and repair	Develop, manufacture and repair	Develop, manufacture and repair
Industries they serve	Major construction projects (ex.: dams and hydroelectricity)	Mining and aluminum industry	Automobile, heavy equipment, agriculture, batteries	Automobile, healthcare, security and maintenance and repair
Clientele	Local	Local and international	Local and international	Local and international
Source of revenue and sales force	Direct sales and government tenders	Direct sales	Direct sales	Direct sales
Annual revenue \$CAD	Family members 5-10 million	International representatives 20 million	International representatives 40 million	International representatives 250 million
Research and Development	No	Yes	Yes	Yes
Number of employees	85	90	80	350
Number of square feet	20,000	24,000	34,000	76,000
Operations schedule	24 hours a day 7 days a week Year round	24 hours a day 5 days a week 2-week closure	8 hours a day 5 days a week 2-week closure	8 hours a day 5 days a week 2-week closure
Union Status	Non-unionized	Unionized	Non-unionized	Non-unionized

Each individual company had its own distinct physical layout and amenities. Table 9 below describes and summarizes elements including such as meeting spaces, staff lounge areas, recreational areas, and the workspaces.

Table 9*Physical Layout and Amenities*

	Industrial Gears	Alloys Inc	Photons Inc	Monochromatic Inc
Location	Industrial park	Industrial park	Industrial park	Technological park
Type of Building Hangar/office and factory floor	Hangar	Hangar	Office building with factory floor	Office building with a factory floor
Parking amenities	Car parking for all vehicles, visitors, and employees	Car parking for all vehicles, visitors, and employees	Car parking for all vehicles, visitors, and employees	Dedicated car spaces for carpoolers, handicap spaces Electric charging stations Bicycle shelter Emergency meeting points
Entrances	One entrance for administration and clients and another for factory workers	One entrance for administration and clients and another for factory workers	Same entrance for all employees	Same entrance for all employees
Locker rooms	Closet space for administration and locker room for factory workers	Closet space for administration and locker room for factory workers	Closet shared by all employees	Dedicated locker room space for all employees
Outdoor amenities	None	Outdoor space with tarp shelter, picnic tables and BBQ	None	Deck with picnic tables Outdoor nature path
Factory workflow	Non-linear	Linear	Linear	Linear

Executive and managerial workspace layout	Closed assigned offices for executives and directors. Two offices for machining and welding supervisors on opposite sides of the building	Open concept with assigned workspaces. Closed cubicles for supervisors on the factory floor by departments	Open concept with one closed office assigned to company CEO	Open concept, with small non-assigned offices.
Meeting spaces	Staff lounge	Boardroom, factory floor and supervisor cubicles	Glass walled meeting rooms, some with standing space only and others with seating area.	Glass walled conference rooms in each department
Staff lounge available	One for administration and one factory workers	One for administration and one factory workers	One for all staff	One for all staff
Lounge layout, windows and size	Two adjacent rooms with floor to ceiling windows and accommodation for one shift.	One rectangular room that, with two rectangular windows and accommodation for one shift.	One rectangular room, no windows that accommodates half the staff.	Amphitheatre style lounge to accommodate the entire staff.
Lounge amenities (all had standard kitchen items: fridge, stove, microwaves, sink etc....)	Free coffee machine	Slow heater for lunches.	Free coffee machine Beer Keg	Large island with beer tap Coffee machines Fireplace
Other indoor amenities for staff	None	Ping pong table	None	Foosball tables Air hockey table Dart board Indoor gym Yoga room

About the Participants

In total, 28 employees from different departments and ranks volunteered to participate. Five were in upper management, 10 in middle management and 13 in non-managerial positions. There were 11 immigrants, and 17 non-immigrants. This section provides an overview of immigrant's and locals' personal, educational and professional backgrounds.

Immigrant Participants

Immigrant participants came from a variety of countries and had a variety of immigration statuses. The five countries: four from Colombia, three from France, two from Brazil, one from Mexico and one from the Dominican Republic. Immigration statuses included: four temporary foreign workers, three family reunification, one refugee, one international student, one economic immigrant and one temporary resident with an open work visa accompanying his wife studying in the country. All immigrant participants intend on staying in Quebec and have either obtained their permanent residence or are in the process of doing so. Table 10 below is an overview of immigrants' personal profile.

Table 10

Immigrants' Personal Profile

	Country of Origin	Language(s) Prior to Arrival	Approx. Population	Status	Arrival	Personal Support Network
Carl	Colombia	Spanish	Million+	TFW	Summer 2019	None
Tommy	Colombia	Spanish	500,000	TFW	Winter 2021	Family
Benicio	Brazil	Portuguese and some French	118,000	TFW	Summer 2019	Family
Marcos	Brazil	Portuguese and English	90,000	TFW	Fall 2020	None
Thomas	France	French			Fall 2019	Friends

			Small tourist town in the Alps	Open limited-term visa		
Raphaël	France	French	Approx. 300,000	Canadian spouse	2005	Family
Alessandro	Mexico	Spanish and English	Approx. 500,000	Canadian spouse	2010	Family
Miguel	Dominican Republic	Spanish	Not disclosed	Canadian spouse	2014	Family
Sergio	Colombia	Spanish and English	Million+	Refugee	Feb. 2020	Family
Gabriella	Colombia	Spanish, English and some French	Million+	International student	Fall 2018	Family
Maïthée	France	French	Not shared	Economic immigrant	2010	Not shared

Immigrant participants had a wide range of education and professional experience. Level of education ranged from a professional degree to a master's degree. Likewise, there was some range in the type of positions occupied by immigrants at their respective companies. Three immigrant participants held a managerial position, while the remaining eight were in a non-managerial position. Table 11 below summarizes their professional profile.

Table 11

Immigrants' Professional Profile

Pseudonym	Position	Start Date	Education Credentials	Public or Private Sector	Size of Previous Employers
Carl	Machinist	3 years	Professional degree	Private	Large, medium, and small
Tommy	Welder	1.5 years	Professional degree	Private	Large
Benicio	Machinist	7 months	Professional degree	Private	Large

Marcos	Director of R&D	3 years	MBA	Private	Large
Thomas	Technician	6 months	Master's	Private	Large
Raphaël	Supervisor	4 years (on and off)	Master's	N/A	N/A
Alessandro	Logistics technician	3 years	Bachelor	Public-government	Large
Miguel	Machinist	5 years	Professional degree	Private	Large
Sergio	Logistics technician	4 months	Bachelor	Not disclosed	Large and small
Gabriella	Logistics Technician	1 year	MBA	Private	Large and small
Maïthée	Human Resources	1 year	Master's	Private	Large and medium

Local Participants

There were 17 local participants in this study from across companies. Local participants are in five administrative regions and all, but one come from non-gateway locations. All local participants intend on staying in their current community and current employer. However, they had a variety of personal experiences with diversity and immigrants. Table 12 below summarizes their personal profiles.

Table 12

Locals' Personal Profile

Pseudonym	Home Community	Size of Home Community	Noteworthy Personal Experiences	Experiences With Immigrants
Daniel	Royalmount	500,000	Not shared	Work colleagues
Sofia	Montreal	1,000,000+	Prefers small towns and outdoors	Friends as a child
Phil	Côte Nord	< 2,000	Lived in a tourist town	School and work colleagues
Aurélia	Northcrest	20,000-25,000	Interactions with First Nation's as a child	Fast food workers and current employer
Olivier	Northcrest	20,000-25,000	Prefers small towns and the outdoors	Expatriate and university friends
Olivia	Northcrest	20,000-25,000	Athlete who travelled abroad	Work colleagues
Victor	Village in the Côte Nord	Very small, village	Prefers small towns and the outdoors	Current employer
Jade	Village in the Côte Nord	Very small community	Previously disliked the town she lives in	Current employer
Matteo	Royalmount	<550,000	Studied in Montreal Prefers small towns	School and work colleagues
Élodie	Royalmount	<550,000	Social and sports activities are central to feelings of belonging	Current employment
Rachel	Village near Fort Saint-Amour	Very small village	Previously had difficult working conditions	Current employment

Catherine	Riverside	<150,000	Feels companies and communities need to adapt to changing demographics	In childhood helped foreign workers experience local activities and culture
Sylvain	Riverside	<150,000	Ready and willing to move to Montreal for work	School colleagues and current employment
Simon	Riverside	<150,000	Prefers smaller towns and outdoor activities	Current employment
Guy	Riverside	<150,000	Went through challenging personal issues	Previous employers' colleagues and 'buddy'
Marc	Riverside	<150,000	Father had a business, bullied in the workplace	Current employer
Fred	Riverside	<150,000	Prefers small towns	Current employer

Locals had a wide range of education and professional experiences. Level of education ranged from a high school diploma to a master's degree. Locals occupied a variety of positions ranging from management to non-management positions. Five local participants held an upper management position, seven a middle management position and five were in a non-managerial position. Table 13 below summarizes their professional profile.

Table 13

Locals' Professional Profile

Pseudonym	Education Credentials	Position	Tenure	Previous Employment	Size of Previous Employer(s)
Daniel	Bachelor	Director of R&D and Engineering Dept.	4 years	Private	Large, medium and small
Sofia	Bachelor	Human Resource Advisor	2 years	N/A- newly hired graduate	N/A

Phil	Master's	Specialist in product development	3 years	N/A- newly hired graduate	N/A
Aurélia	CÉGEP DEP	HR Business Partner	4 years	Private	Medium
Olivier	Bachelor	Supervisor	1 year	Private	Large and medium
Olivia	DEP	Supervisor	4 years	Private	Large and medium
Victor	DEC	Technician	18 years	N/A- newly hired graduate	N/A
Jade	DEP	Engineering Draughtsman	2 years	Private	Large, medium and small
Matteo	Bachelor	Director	17 years	Private	Large and medium
Élodie	Bachelor	HR Business Partner	12 years	N/A-newly hired graduate	N/A
Rachel	DEP	Manager	10 years	Private	Medium
Catherine	DEC	Company owner	Since childhood	N/A	N/A
Sylvain	DEP and DEC	HR Coordinator	1 year	Public and private	Large, medium and small
Simon	DEP	Production manager	9 years	Private	Medium and small
Guy	DEP	Production manager	1 year	Private	Medium and small
Marc	CÉGEP	Machinist	2.5 years	Private	Large and medium
Fred	High school	Welder	47 years	Private	Large

Chapter Five: Company One—Industrial Gears, a Family-Owned Company

“...it was a little difficult for me to integrate to the team, the work team. It was like trying to get on a locomotive. The movement is something like that. You fall off and then you get up, just like that.” (Carl).

Carl, a temporary foreign worker, arrived in Canada in the summer of 2019 and described onboarding as a fast-paced process. Upon arrival, Industrial Gears, a manufacturer in a non-gateway community in Quebec, was still learning about the onboarding needs of newly arrived immigrant workers. Soon afterwards Industrial Gears had the additional challenge of adapting to new health restrictions in the workplace due to the Covid-19 pandemic. This chapter describes the experience of onboarding immigrant workers at Industrial Gears, a manufacturer, from the perspective of eight employees: six non-immigrants and two temporary foreign workers.

About the Context of Industrial Gears

To place the onboarding of immigrant workers into Industrial Gears, this chapter first provides the context in which that onboarding occurs. Based on artefacts, collected from the internet (municipal websites, federal and provincial statistics websites, housing websites and company websites), this chapter begins by describing the community in which Industrial Gears is located and operates and continues by providing background information about the company. To prevent the location and the company from being identified exact references at times are not provided and certain elements about the community and the company were described broadly.

About the Community

Industrial Gears is in Riverside, a small to medium-sized community. This section introduces you to Riverside: first describing the local population—size, demographics, and countries from which immigrants arrive—then describing the local economy and employment opportunities for

residents in the region; and closing with a description of organizations serving newcomers, including integration services as well as other major community organizations.

Population, Demographics, and Immigration. Riverside is in the centre east of Quebec. Founded in the second half of the 17th century, the population of this community is between 150,000 and 200,000 inhabitants, according to Statistics Canada and the Quebec government websites.

Maintaining that population is a growing challenge due to aging. Just over 45% of the population is aged 50 years and older and the death rate is higher than the local birth rate. Moreover, attracting immigrants to replace the ones departing and dying is a challenge. Fewer than 0.5% of immigrants arriving in Quebec settle in Riverside according to the Quebec Ministry of Immigration, Francisation, and Integration. One positive note is that the inter-regional immigration rate has been sufficient to offset population decline, and they have recorded a growth in population. Four of the top five immigrant countries of origin are French speaking, in order from highest to lowest they are: France, China, Haiti, Algeria and Morocco.

About the Local Economy and Employment Opportunities. Riverside is considered to have a diversified economy according to its municipal website. This is because there are six different large local industries, which are power, aluminum, agri-food, tourism, medical research, and forestry.

In terms of employment, healthcare, social assistance and retail and trade represent nearly a third of jobs in Riverside, according to federal and provincial statistics. The other two-thirds of jobs are in manufacturing, construction, food services, hotel and entertainment, transportation, utilities, the arts and culture, real estate, insurance, telecommunications and professional services, public services, and finance. According to the job site Indeed, as of December 2022,

half of the jobs to be filled are in manufacturing, construction repair and maintenance services, retail and wholesale and education.

For those relocating to Riverside, one challenge faced by newcomers is finding housing. As is the case in the rest of Quebec, housing of any type—especially affordable housing—is scarce. According to statistics from the Quebec Professional Association of Real Estate. In the second quarter of 2022, the number of additional listings for single-family homes dropped by 41% and there was an uptick in listings for condominiums by 13%. The median price of a single-family home increased to \$245,500 and a condominium to \$199,450. The median rental price of a one-bedroom apartment was approximately \$1,000. This remains lower compared to Montreal where the median price for a single-family home was \$448, 694, a condominium \$381,000 (Quebec Professional Association of Real Estate, 2022) and the rental of a studio apartment is \$1,495 (Zumper, 2022).

Riverside offers a safe environment for its population as both property and violent crime are nearly 8% and 18% lower respectively than the average for the province according to Statistics Canada.

About the Community Organizations Serving Newcomers. The municipal government website offered a downloadable pdf booklet in French promoting the region. Described by this booklet was: i) the local economy, ii) recreational facilities, cultural events, iii) education institutions, iv) an organization that supports entrepreneurs and v) an organization that supports the arrival of newcomer immigrants.

The booklet was created by an organization funded by the municipal government whose mission is to boost the attraction and integration of immigrants into the community. Services offered by this non-profit organization include finding and accessing public services, housing,

and employment in the community, and participating in the general community and cultural events. They also offer paid services to companies wishing to recruit and integrate immigrant workers into the workplace. Newcomers they serve include international students, immigrants, and temporary foreign workers, as well as Quebecers, moving into the region and businesses bringing in immigrant workers.

In terms of public services, both educational and healthcare institutions serve newcomers, and transportation options are available. The education system in Riverside offers elementary and secondary education in both French and English, though according to provincial law, students must meet strict eligibility requirements of having a parent who was educated in English in Canada to attend English schools. Elementary and secondary schools offer specialized programs in the arts and the International Baccalaureate Program. The community also offers several post-secondary options, including CÉGEPs (College of Professional and General Teaching, grade 12 and the first year of university, as well as vocational and technical programs, similar to colleges elsewhere in Canada and community colleges in the United States), technical colleges and a university.

Educational institutions offer specific services for newcomers. In elementary and secondary schools, those services include francization classes, specialized French classes to learn basic French prior to being integrated into regular classes (MIFI 2022a). Elementary and secondary school is free for all minor children, under the age of 18, the children of temporary foreign workers who have a Quebec acceptance certificate (MIFI, 2022a).

Each individual CÉGEP (general and professional teaching college) offers on their website information in writing and videos concerning their programs and budgetary considerations, the application process, immigration paperwork and study permits and health insurance. Public

CÉGEP (general and professional teaching college) is free for: i) Quebec permanent residents, ii) students from France, iii) the spouse or children of temporary foreign workers with a closed work visa and iv) holders of a post-diploma work visa (Fédération des Cégeps, 2022).

Universities offer services for international students that include in-person and zoom information sessions discussing: the community the location of different services and amenities, accessing housing, opening a bank account, health insurance and health services available in the community, obtaining a social insurance number, applying for visa renewals, a peer mentoring program, finding a job on and off campus and information regarding the academic program and instructors' expectations. Universities charge tuition and fees; Canadian permanent residents and Canadian citizens residing in Quebec pay the lowest rates; permanent residents and citizens from elsewhere in Canada pay a higher rate; and international students pay the highest rates though students from France and Belgium can attend at local rates (Ministry of Education and Higher Education of Quebec, 2022).

Canada offers a single-payer public healthcare system, managed by the provincial health ministry. Riverside has several hospitals in the region including a children's hospital, public clinics for non-urgent matters and private medical care centres. Canadian citizens, permanent residents, children under the age of 18 regardless of their immigration status, seasonal temporary foreign workers, and international students whose country of origin has a social security agreement with Quebec have access to the free medical services of the system (Régie de l'Assurance Maladie du Québec, 2020). Temporary foreign workers with a work permit of more than six months are entitled to free medical services but only after a three-month waiting period (MIFI, 2022b). Those who are eligible for the public health system must register with the government agency Régie de l'assurance maladie and receive a health identification card.

The government also provides a public transportation system. The transportation system has over 40 lines that cover residential, commercial, and industrial areas and some link Riverside to other urban areas in the region. Riverside is connected to other places in Quebec and North America through major highways—of which one is located next to town, and an airport that is served by regional passenger and cargo, charter airlines and one international airline on a seasonal basis.

In terms of non-profit organizations, several local ones serve the integration needs of newcomers. There are a few that help with relocation and settlement, that help with newcomer integration and there are also both educational and healthcare institutions that serve newcomers.

In terms of religious integration, Riverside has 30 places of worship for Christians and one for Muslims. In addition, Riverside has general cultural and recreational facilities including swimming pools, nature parks to accommodate summer and winter activities such as kayaking, hiking, skiing, snowshoeing and other outdoor activities, and a number of festivals that usually occur on weekends at various points in the year.

About the Company

Industrial Gears produces industrial parts. The company is in the centre east of Quebec and employs 85 workers, making it a medium-sized company. The company manufactures and retrofits industrial parts, which serve aluminum, construction, mining, transportation, and forestry industries. They are open year-round, they operate 24 hours a day, seven days a week and frequently works with tight deadlines.

Industrial Gears was founded by five friends in the 1970s. The company grew quickly, as described by Fred, a welder and the longest-serving employee, hired six months after the company opened:

“It looked like a garage door. It didn’t look big at all. There were two machining towers and a little milling and that’s it. It had been open for about six months... It was owned by five men... shareholders. They were working there, and they needed a welder, so I got a job, and they grew, one door at a time, a door and then another door and then another door and then the building was not big enough. Then there was another building, and now they are big.” (Fred).

Within six months, the five owners—machinists and welders themselves—were working side by side with approximately half a dozen employees. At one point they had 115 employees when they had a team installing their products at customer’s construction sites, but they ended that service after a few years and have dropped back to the current 85. It is one of the few shops in the area that is not unionized.

As Fred, a welder, noted, the building resembles a garage door. It is a large hangar that has been extended over the years to approximately 70,000 square feet today. The Industrial Gears lot in the industrial park, in which it is now located, has space to expand further.

One of the founders later bought out his partners and transformed it into a family-owned business whose stewardship has since passed to his children. When the patriarch of the company bought out his four partners, he diversified services from repairs to include manufacturing. Diversification was necessary to adapt to a changing market due to a recession in the 1990s which resulted in the collapse of the primary clientele of the company: wood, pulp, and paper milling companies. The owner purchased digital lathes shifting services from repairs to include manufacturing that sought to service new industries in the region: large aluminum, hydroelectric and construction companies.

The primary source of revenue comes from manufacturing parts for government construction and hydroelectric projects obtained through public tenders, retro-engineering and emergency repairs of construction parts, machines and components including steel structures, pressure vessels, bridge cranes and crane cabs. As mentioned, clients include large government and private multinational companies in the region as well as neighbouring small to medium enterprises. As a contractor, Industrial Gears manufactures specialized components used in major construction projects such as bridges and dams.

As a sub-contractor, Industrial Gears manufactures specialized components for neighbouring small to medium enterprises. These neighbours use the components to complete projects for the same larger government and private multinational corporations operating in the region for which Industrial Gears also provides services. The current owners emphasized working with new materials and metals to maintain the competitiveness of the company. They also maintained their emergency repair services and have International Organization Standardization (ISO) 9001 certification, which means they meet the seven standards for quality management principles, which are: i) customer focus, ii) leadership, iii) engagement of people, iv) process approach, v) improvement, vi) evidence-based decision making and vii) relationship management.

Participants From Industrial Gears

Eight employees from several departments and at several levels of the organization volunteered to participate in the study. Participants included one of the company owners, a Human Resource Coordinator, two supervisors, two workers and two temporary foreign workers. This section profiles each, providing information on the personal, educational, and professional experiences that they identified as foundational to their professional identities. Certain participants asked that details describing their work experience and previous employers not be shared in their profiles. As such, the amount of detail in each profile may differ. Furthermore, to protect their identities

personal stories of immigration and integration are shared in chapter nine under the heading ‘the emotional journey of immigration and integration’ without naming their pseudonyms.

Catherine, The Company Co-Owner

Catherine has resided her entire life in Riverside where Industrial Gears is located. She is the youngest daughter of one of the original company founders (the one who bought out his four partners) and describes her leadership as a bridge between her older siblings and the new generation of workers. Her university studies in Human Relations were interrupted when she started her family, and she attributes her business acumen to her experience in the family company.

She spent her life in the family business. She began working with janitorial work, later various administrative positions and currently manages the company with three older siblings. She oversees three departments: Finance and Administration, Human Resources and Marketing, and Sales and Business Development. She spearheaded the recruitment of temporary foreign workers and the development of the company onboarding program. In the Canadian context, temporary foreign workers are non-Canadian nationals hired by Canadian employers and are granted a work visa associated with a specific employer for up to three years with the possibility to renew the work visa (Employment and Social Development Canada, 2022). This may be done when qualified Canadians are not available. In Quebec, temporary foreign workers employed for one year in a skilled position and who speak an intermediate level of French may apply for a Quebec selection certificate. This is an official document confirming candidates have been selected by Quebec for immigration and allows them to apply for permanent residence (MIFI, 2022c). Catherine describes these workers as crucial for the survival of the company because of the shortage of workers in Canada and because locals are not applying to welding and machining programs, so there is no next generation of workers in these fields in the community.

Catherine carries her interest in temporary foreign workers outside of her company. Catherine has participated in municipal roundtables concerning the recruitment of temporary foreign workers to the local community and their integration. She is concerned the roundtables do not address what she perceives to be the real issue: retention of immigrant workers in companies and the region. Catherine characterizes government policies as politically motivated and taking too long to implement.

Catherine holds many positions in the company. Her primary position is Assistant Executive Director, which means she oversees three departments. She is the sole person responsible for Marketing, Sales, and Business Development, she oversees the Finance and administrative department and the Human Resources department. She has a wide range of responsibilities that include but is not limited to hiring temporary foreign workers, overseeing immigrant onboarding into the community and the workplace, identifying, and applying to government grants and subsidies for business development, purchasing of new machines, managing company finances, and submitting tenders to government projects. The finance and sales responsibilities are shared among siblings.

Sylvain, Human Resources Coordinator, From the Human Resource Department

Sylvain is from the community where Industrial Gears is located. He grew up in the community, studied there, and continues to live there. Although he currently works for Industrial Gears he has extensive previous work experience, working for small, medium, and large organizations. He describes his educational and career path as “requiring time to mature over the years”, which is why he says he pursued several degrees as he struggled to find work that reflects what motivates him. Such work involves interacting with colleagues, contributing to company growth by developing and implementing work processes to promote organisational learning and organization development. Over the years he completed CÉGEP (general and professional

teaching college) degrees in Marketing, Administration (with a specialization in Human Resources), and Industrial Engineering. He also completed training in Coaching and Health and Safety.

Prior to his current job, Sylvain never worked with temporary foreign workers but interacted with international students during his studies. International students are non-Canadians who acquired a temporary visa to study at a higher education institution in Canada (CÉGEP or university). He describes international students as brilliant and catching on faster to class material than he did. However, he did not develop strong or close bonds with them and attributed that social distance to a difference in age and personal responsibilities.

Sylvain has worked as a Human Resource Coordinator at Industrial Gears for one year. His primary responsibilities are the development and implementation of health and safety procedures, onboarding new employees, immigrant, and non-immigrant, and developing and implementing employee recognition strategies. In terms of working with immigrant workers, Sylvain is specifically responsible for onboarding them into the company after their arrival. This was his first role at the company.

Guy, Production Manager in the Machining Department

Guy is originally from the community where he currently works. He describes himself as someone who, from early childhood, enjoyed playing with his father's tools, working with his hands, building things, and creating processes from scratch to improve productivity. He feels comfortable working under pressure. For his education, Guy completed two CÉGEP (general and professional teaching college) degrees: one in industrial maintenance in Quebec City and a second in machining in his hometown. He has spent his entire career working for small to medium organizations that are at a variety of stages of growth and in the maturity of their

processes. He believes a company's wealth is its workforce and for a company to be successful it must have a battery of strategies in place to retain its wealth.

Based on personal work experiences, Guy identifies three elements that influence his appreciation for employers. First, employers need to be considerate and appreciate employees by taking time to get to know employees and their families and offering support when needed. Second, employees need the opportunity to learn and grow by working in various positions and with various machines. Third, companies should offer good working conditions such as: salary, advanced technology, and autonomy to make decisions. Last, he emphasized the importance of positive relationships with colleagues in the workplace.

Prior to his current job as a supervisor in the machinist department, he worked with immigrants in other companies. Previously, he was designated as a coach/buddy to French-speaking temporary foreign workers. He praised his past employer's onboarding of temporary foreign workers because only a few at a time were hired, always from different countries and existing employees acting as buddies/coaches were given time to integrate the workers. He sees temporary foreign workers being knowledgeable but requiring substantial support to integrate because of differences in the education system in the worker's country of origin and Quebec resulting in knowledge gaps, differences in work methods and cultural difference in terms of productivity expectations.

Guy has worked as a Production Manager at Industrial Gears for one year. His primary responsibilities are planning and organising production schedules, assessing project resource requirements, and determining quality control standards. In terms of working with immigrant workers, Guy is specifically responsible for assigning and overseeing their work production. This is his second role at the company, previously he was a Quality Inspector where he was

responsible for measuring and testing manufactured parts to ensure there were no defects and that they met the company and contractual specifications and standards.

Simon, Production Manager in the Machining Department

Simon is from the community where he currently works and prefers the lifestyle of a smaller community compared to larger cities such as Montreal. He enjoys the outdoors, has both a boat and a motorcycle, and he likes to skidoo in winter. He points out that these activities are expensive and require a certain income to enjoy, an income that is not necessarily readily available to temporary foreign workers.

Simon completed his schooling and acquired his professional experience in the community where Industrial Gears is located. He completed two CÉGEP (general and professional teaching college) diplomas: one in industrial mechanics, a second in machining techniques. He also took classes in industrial drafting. Simon acquired his work experience in small to medium organizations. In one, he worked as a machinist, whose primary responsibilities are to operate a milling machine to produce industrial components for a given project ensuring that the specifications required are respected. In that job, he repeatedly produced the same piece. In another organization, Simon worked as a mechanical designer, where he designed, developed, and tested new products and revised existing products before shifting into the role of production planner, where he organised and oversaw a production team. Simon has worked at Industrial Gears for nine years, where he is a production manager, his primary responsibilities are planning and organising production schedules, assessing project resource requirements, and determining quality control standards. This is his second role at the company. Previously, he was an assistant production manager. He enjoys his work because it is not routine due to the diverse types of contracts held by Industrial Gears and the services it offers.

Simon's first interaction with immigrants was with temporary foreign workers at Industrial Gears in his current position. Roughly half of his team are temporary foreign workers, and this has made his job more challenging. Previously, he assigned tasks with little guidance whereas working with this new source of "cheap labour" is more challenging because of the language barrier and their lack the experience producing the types of pieces the company manufactures.

Marc, Machinist in Machining Department

Marc is from the community where Industrial Gears is located. He enjoys working overtime and prides himself in the expertise he developed over the years and his capacity to learn quickly. He completed his schooling and acquired his professional experience in the community where Industrial Gears is located. He completed a CÉGEP (general and professional teaching college) Diploma of Vocational Studies in industrial mechanics and acquired his work experience in small, medium, and large organizations. Marc worked for thirteen years for his father's company, offering similar services to Industrial Gears. He operated his first digital milling machine, reviewed production drawings, and identified ways to optimize production. It was there he learned about the challenges faced by small to medium business owners. In a second large organisation, he was a machinist on manual milling machines and digital milling machines. In a third organisation, he worked as a machinist and quality control where he was responsible for measuring and testing manufactured parts to ensure there were no defects and met the company and contractual specifications and standards. He enjoyed his job in the large multinational but he left due to severe bullying. This experience shapes his work ethic and attitudes towards existing and new colleagues and why he considers communication and empathy as important in the workplace.

Marc has worked as a machinist at Industrial Gears for two and a half years. His primary responsibilities are operating a digital milling machine, reviewing drawings for production, and identifying and signalling to his superiors' production challenges. In terms of working with immigrant workers, a previous employer assigned him as a buddy/coach, but Marc departed the company prior to the arrival of the temporary foreign workers. As such, his first experience with temporary foreign workers or immigrants is at Industrial Gears.

Fred, Welder in Machining Department

Fred is from the community where Industrial Gears is located. He is the longest-tenured employee at Industrial Gears and describes himself as someone who sees learning as a lifelong journey and thrives in working conditions that are stimulating, challenging, and constantly changing.

Fred completed his schooling and acquired his professional experience in the community in which Industrial Gears is located. He left high school and in 1970 he completed a course in welding. The day he completed the welding class he was hired and began working for a large, unionized company where he was responsible for assembling and repairing metal pieces for machine parts. He was laid off shortly prior to becoming tenured and found work the same week with Industrial Gears, which opened its doors six months earlier. Fred has worked as a welder for Industrial Gears for 47 years. He describes experiencing difficult working conditions in the early days due to overtime and working 30 days straight. He expresses great pride in the specialized metallurgy knowledge he developed over the years.

His first experience with immigrant workers was at Industrial Gears. He says Industrial Gears had no choice but to hire temporary foreign workers for the company to survive because there is no one else left to hire from within the community. However, he is concerned that the Québécois culture is "regressing" and becoming a demographic minority in the company and in

the community where he encounters more and more immigrants in public spaces such as grocery stores.

Tommy, Welder in Welding Department

Tommy is a Colombian temporary foreign worker from a city with a population of approximately one million. He is a unilingual Spanish speaker who is presently learning French. He arrived in Canada in March of 2021 and plans to stay long-term in the community, where Industrial Gears is located.

Tommy completed his schooling and acquired his professional experience in Colombia. He has a vocational degree in welding and acquired work experience in several small and large organizations. His first job as a welder, assembling and repairing metal pieces and components, was in a small organization where onboarding consisted of introducing him to the company's history, his colleagues, and the workplace. He says smaller organisations' compensation packages and days off are less competitive which is why he went to work as a welder assembling and repairing metal pieces and components, at a large multinational company. He describes the onboarding process there as elaborate, including multiple interviews and psychometric exams, a month-long integration program with a fixed schedule, an orientation session, safety training, job shadowing and a buddy. However, due to short-term contracts, long working hours and dangerous working conditions he decided to immigrate to Canada where his brother was already working as a temporary foreign worker.

Tommy describes the immigration process as long. He applied to Canadian jobs through the vocational school portal and was quickly selected. A Canadian law office or an immigration consultant helped with the legal paperwork, which was simple to assemble. The challenge he faced was the delays in obtaining his permit to come to Canada due to the Covid-19 pandemic and an airline strike. He arrived in Canada in March of 2021 without his family.

Integration into the community and the company was difficult for him. Originally, he was hired by a company, 500 kilometres from Industrial Gears, as a welder, assembling and repairing metal pieces and components. Tommy arrived with seven other welders and quarantined for two weeks in a house provided by the employer with three rooms for eight people. When they asked for help to find new housing, they received no support from their employer. At the end of quarantine, a company representative accompanied him to obtain a social insurance number and open a bank account. However, on his first pay date, his salary was not deposited and resolving the situation became lengthy and distressing. Moreover, to get to work he was obliged to walk 20 minutes in sub-zero temperatures.

His initiation into the company also presented several challenges. On his first day there was no orientation session or training provided. He was shown to his machine and orally given instructions to perform a task by a Spanish-speaking colleague and told to start working. After one week he was unexpectedly re-assigned to a different department without explanation and then two weeks later he was told he was returning to Colombia. He saw the same thing happen to two other temporary foreign workers from Costa Rica the week before. Tommy contacted his brother at Industrial Gear. Following a welding test Catherine made him a job offer, paid to transfer his work permit and Tommy has worked at the company for a year and a half.

Carl, Machinist in Machining Department

Carl is a Colombian temporary foreign worker from a city that is approximately the same size as the community where Industrial Gears is located. He is a Spanish speaker with a beginner's level of French. He arrived in Canada in August of 2019 and plans to stay long-term in the community, where Industrial Gears is located. He believes in lifelong learning and continued professional development.

Carl completed his schooling and acquired his professional experience in Colombia. After high school Carl worked odd jobs to save for university and studied on and off while working. He was unable to complete his bachelor's degree and instead completed two vocational degrees in machining and mechanical design in Medellin, Colombia. Carl acquired his work experience in over a dozen small, medium and large organizations prior coming to Canada. Initially, he worked as a lab assistant at a small private civil engineering firm, where the onboarding process primarily consisted of job shadowing. He also worked in many jobs in the metal working and industrial manufacturing sector and describes difficult working conditions, namely job insecurity due to short-term contracts, low wages and long working hours.

Carl decided to immigrate to Canada to give his family peace of mind away from the local economic, provide the opportunity for his children to go to university, personal professional development and achieve a work-life balance. He applied to jobs in Canada through his vocational school portal and was recruited by Industrial Gears. A Canadian law firm or immigration consultant hired by Industrial Gears helped him obtain his visa and work permit, but he says it was a lengthy process. He arrived in Canada in August of 2019 and has worked at Industrial Gears for three years, where he is a machinist, operating a milling machine producing and repairing industrial components.

General Operations

This section describes, in a general sense, how the organization operates. Using interviews, field notes and artefacts, this section describes the company structure; its vision, mission, and values as characterized by the workers; the physical layout of the company location; and the ways people communicate with one another within the organization.

The Company Structure

The company organization chart places the sibling co-owners at the top of the structure with the eldest as president. Managerial and administrative positions are primarily occupied by family members some of whom occupy multiple roles. The document shared with the researcher lists four areas for improvement: i) to better understand the structure and needs of the company, ii) increase the size of management and make them accountable for their objectives; iii) re-distribute responsibilities across management and iv) improve cross departmental collaboration and communication (work less in silos).

A “Traditional Family Company”. When asked to describe the company structure and the chain of command an interesting pattern emerged where three of eight participants used the words ‘traditional’ or ‘family company’ and referred to it as either being from the 1950s or 1980s. Sylvain, the Human Resource Coordinator, explained that this description refers to a lack of cleanliness of the factory floor and difficulty in making changes to general operations. He gave an example of pallets that due to time constraints were never removed and they just stayed there. Similarly, the television in the cafeteria was purchased several months before his arrival and left in its box in a corner. Guy, the production manager, added that as a family company, disputes and personal interests may muddle the owners’ priorities and he questioned whether oversight from a board of directors would help. Simon, the production manager, described the company as patriarchal and at times feeling like he has three bosses instead of just one. Marc, a machinist, sadly said in passing that with family and money always comes conflict as was the case with his family-owned company that he was pushed out of by his siblings. However, despite the frustrations, Sylvain, Guy and Simon (who described the company as being stuck in the past) said that things were changing with a more modern management style introduced by Catherine and her husband who is the director of the factory floor.

Filling Multiple Roles. A strong pattern discussed by four out of eight participants across ranks was the challenge of filling multiple work roles at the same time. Catherine is listed in the organization chart as responsible for Marketing, Finance and Human Resources. She said this is challenging but sees it as a natural part of being a business owner. In contrast, Guy and Simon, the production managers, described having to fill multiple roles as frustrating because they struggle to meet objectives due to time spent filling in for missing workers in quality control and coaching temporary foreign workers. Fred, the longest-tenured employee, described it as sad for the company as his mentees were frequently re-assigned to work on existing contracts and emergency repairs and he felt unable to pass on his knowledge prior to retirement.

Company Vision, Mission, and Values

According to flyers and the interview with Catherine, the official mission, vision, and values of the company are focused on excellence and being forward-thinking. Its mission is to continue being a leader in the field of machining and welding by improving the durability of clients' existing pieces in need of repair and manufacturing superior quality products thanks to its competent professionals who work in a safe environment. When participants were asked to name and explain three to four words that they felt best described the company, four patterns emerged across the interviews: i) quality products and customer satisfaction, ii) pressure to perform and costs, iii) positive relationships and segregation and iv) knowledgeable employees.

Pattern 1. Quality Products and Customer Satisfaction. A strong pattern identified by five of eight participants described company services as custom work that is complex and of superior quality rather than mass production. Guy, the production manager explained:

“We manufacture parts, but we also try to improve them. If the client has a machine that was made... (taps a book) well if I make it, it will probably cost more than if he tries to buy a new one. But his machine will break after 10 years and well there is a good chance that what I

will manufacture here will last 20 years. We have knowledge of metals and experience. So, you don't come to Industrial Gears when you want it to cost less. You come to Industrial Gears when you want to have something that will last a long time and receive excellent service.”

He also noted that to ensure quality products and client satisfaction, owners are willing to re-start a job and lose money instead of cutting corners and delivering a sub-par product. Guy said his friends who worked for client companies praised the quality of Industrial Gear's work.

Pattern 2. Pressure to Perform and Costs. A second strong pattern noted by four of the eight participants is the importance of having an efficient workforce and minimizing costs, which places pressure on employees to perform. Catherine acknowledged the importance of onboarding but said the company is a for-profit organisation and to stay in business new workers must begin producing quickly. Reflective of this rush is Carl, a temporary foreign workers and machinist, who compared onboarding to getting on a moving train. Guy, the production manager, noted employees feel pressure to perform and why when there is a problem with a component being manufactured, he tells his team he is paid to worry, not them. Simon, a production manager, suggested adding a half hour to the Christmas luncheon but then out loud calculated the approximate cost of this extra half hour, in terms of workers' salary and he concluded the price of the extra half hour was too high and would impact the bottom line. Marc, a machinist, repeatedly spoke about workers' responsibility to decrease costs and explained how his knowledge improved efficiency and cutting costs.

Pattern 3. Positive Relationships and Segregation. A dominant pattern—noted by all eight participants—suggests that despite this strong pressure to be efficient and decrease costs the staff have a positive relationship built on humour and conversation. Guy, Simon, Fred, and Marc said

they use humour and teasing to defuse stressful situations and connect with their colleagues. Carl, a temporary foreign worker, expressed certain jokes reflect pop culture media stereotypes of Colombians and said it bothered him. However, when he asked his colleagues to stop, they respected his wishes. Catherine and Sylvain, the Human Resource Coordinator, said with the departure of employees who could not tolerate the immigrant workers the atmosphere improved. Catherine described this turnover as a “clean-up”. Despite this “clean-up”, seven participants acknowledged there is a segregation amongst local and temporary foreign workers in the cafeteria.

Pattern 4. Knowledgeable Employees. A fourth strong pattern, noted by four of the eight participants, focused on what makes an employee knowledgeable and who is knowledgeable. Guy and Simon, production managers, described the non-immigrant employees who left the company as knowledgeable and described the immigrant workers as a junior hockey team with potential but needing time before they can win the Stanley Cup. Simon described this new source of labour as “cheap” and lacking experience. Both Catherine and Fred, the longest-tenured employee, said knowledge is not based on workers' immigration status and that non-immigrant workers sometimes require support and experience to become fully functional. Catherine also described knowledge as a combination of hard and soft skills. This presents a difference of opinion whereby middle management, Simon, and Guy, focused on hard skills and the development of those hard skills.

Physical Layout

This is what a personal tour of the company would look like. The rectangular beige building sits in an industrial park. On the right protruding from the original building is a smaller rectangular extension, which is the main entrance for clients, and visitors. The paved parking lot in front wraps around the side of the building where the employee entrance is located and reveals

a warehouse extended on multiple occasions. Additional grounds are adjacent to the building, permitting owners to make new additions if necessary. Extensions have primarily focused on making the factory work-space larger and decreased the availability of offices and common spaces.

The light-yellow, reception area is lit with neutral warm lighting. There is a closet for guests, a waiting area with a glass coffee table where thick coloured, glossy flyers are on display advertising company services, products, and job opportunities. Two receptionists sit at a two-tiered beige desk with small candy bowls next to each of them. To the right of the reception is a hallway leading to an office, a security desk, a staircase to a cafeteria for administration and a small windowless office shared by two machining supervisors. Machining supervisors are located on the opposite end of the building from welding supervisors.

Behind the reception is a narrow hallway leading to the factory floor passing two square shaped offices with windows peering into them from the hall. The factory floor door made of heavy metal is equipped with a no smoking sign, a first aid sign and a picture of a workers' jumpsuit.

The factory floor is divided into three separate departments: a machining department, a welding department, and an assembly department. Each department occupies approximately a third of the existing building in width and are separated by a wall and a metal door. At the back of the factory there are no walls, and the three departments are connected to accommodate the movement of large pieces across departments. Overhead are large yellow construction style cranes used to lift and move pieces. On the floor, there are faded yellow lines indicating where to walk but sometimes you must move around materials to get back on the marked path.

As a result of the building being extended over the years the shop was not designed to maximize efficiency in terms of movement from one station to another as noted by three participants. This results in a situation where Guy, the production manager, describes the manufacturing and repair process as travelling cross country:

"Well, us here... the wood mill goes to the Moucmoucs islands, it comes back to Nunavut, then travels to Ontario, does a little turn around in Newfoundland and finally arrives here. So, it's complicated and makes our lives complicated."

As such, the movement of large pieces lifted by cranes requires careful planning to ensure the workers' safety and security as noted by Sylvain, the Human Resources Coordinator.

The employee cafeteria, locker room and entrance are located on the side of the building adjacent to the machining department across from the welding entrance. The grey cafeteria is divided into two rooms connected by a large arched entrance. The first room was the original cafeteria and the second across the archway was a boiler room refurbished to accommodate the growing number of employees. The original cafeteria is fitted with a fully equipped kitchen (a refrigerator, a coil stove top, and two wall-mounted ovens, stainless-steel single sink, microwaves, toasters, kettle, and an automatic coffee dispenser). The wall opposite the kitchen has a wall-mounted air conditioning unit and four large rectangular windows shaped like doors, making the room bright despite the rainy grey day, with a view of the parking lot on the side of the building. There are half a dozen tables, with four swivel chairs each, some bearing a yellow or green taped 'X' and plexiglass separators splitting the four seating spaces into dyads facing one another. The newer refurbished cafeteria space across the arched doorway is equipped with five charcoal-coloured tables with round stools that may accommodate up to six people but some

of the stools are marked with an 'X' made of green tape. There are no plexiglass separators in this area. Hanging on the wall above a stainless-steel sink is a television screen.

Modes of Communication

Within the company, people communicate using a variety of means. Some are analog, including mail slots and a bulletin board in the staff locker room. There are Spanish-French bilingual documents, concerning i) health and security rules in French, ii) Covid regulations and iii) an advertisement to participate in a local soccer team. There are mail slots reserved for management in the main office with employees' names on them, when I passed them, they were empty.

Another communication is digital, including a Facebook page, company emails and a television screen in the staff lounge. The Facebook page is not accessible to the public and requires authorization to join. I am informed that this space contains updates about upcoming events or changes such as the addition of a new automatic coffee machine in the staffroom that will be free of charge to workers. Based on the employee manual all employees have a company email, but I observe that on the registration cards as a point of contact, only management used their company email while non-management personnel all provided a personal email. There is also a television hanging in the newer cafeteria above the counters. I am told it was just recently installed and my presentation is one of the first times it is being used.

An additional observation concerning communication was made when I presented the study in the cafeteria to recruit participants. As workers arrived, I greeted them with a smile a pen and a registration paper requesting their contact information so that I may contact them after the presentation. Some took it and filled it without hesitation, some frowned and others tucked the registration cards into their pockets when they thought no one was looking. Throughout my presentation, I inject some self-deprecating humour that always elicits a chuckle, but no one even

smiled. When I signalled the end of my presentation by thanking them for their time the employees did not move or speak. I thanked them again but still, there was no movement.

When I said “I am finished, you can leave now” employees filed out of the cafeteria back to the factory floor. My presentation was repeated four times, coinciding with the different shifts of the day and the exact same pattern emerged. Only the workers on the evening shift, a smaller group of about 20 employees, mostly temporary foreign workers, smiled at me but they too waited for me to formally dismiss them.

Onboarding Strategies and Procedures for Immigrants

This section describes the onboarding strategies and processes put into place by the company to integrate workers, including immigrant workers. It describes strategies followed before recruiting begins, the recruiting process, orientation, networking, developmental relationships, access to training, evaluation, and diversity policies. According to the company owner, onboarding strategies for immigrants were developed through trial and error. Catherine says that they have come a long way since the first of five cohorts of temporary foreign workers arrived and that they have a formula that seems to work but more needs to be done, specifically insofar as retention is concerned.

Prior to Recruitment

Preparations prior to the arrival of temporary foreign workers are conducted independently by the company without any specific local partners. The types of preparation were to meet the immediate needs of the immigrant workers upon settlement in the community, by finding housing, banking, and providing transportation. There are no specific local partnerships with other organizations. The company has participated in city-organised roundtables concerning preparing for the arrival of temporary foreign workers. Both Catherine and Sylvain said the discussions are for companies with less experience with temporary foreign

workers, they expressed discomfort in sharing their strategies and said retention in companies and the region of immigrant workers after they obtain their permanent residence is not addressed.

Recruitment

The company recruits uniquely from Colombia. By recruiting from a single country Catherine feels a co-ethnic community will develop in the region and will serve as a support system for social integration and regional retention. She also feels Colombians share many similarities to the local culture. Industrial Gears works through a local agency to recruit welders and machinists. Management says that advertising and attracting potential candidates is easy because the opportunity to move to Canada is appealing to prospective workers. As such, they do not detail the benefits of working for the company or the integration support that they offer. After prospective workers apply, the agency screens applicants, pre-selects potential employees, and video records a session where potential employees must execute a welding or machining task that is viewed by Catherine and the agency also translates one-on-one interviews with Catherine.

During the video recordings and one-on-one interviews with candidates, the company has specific questions and criteria to assess candidates' suitability and attitude. These interview guides were not shared with the researchers. In terms of suitability, the company looks for candidates whose education and work experience are in the specific field they are recruiting for (machinists and welders) to avoid under-employment and subsequent departures.

Underemployment is a concern because in the past they hired and trained immigrants from Ukraine who were not machinists, but these employees left the company and the community to work in their field after obtaining their permanent residence. The company is also seeking workers with a family as they feel this will also improve retention. In terms of attitude, they seek candidates who seek clarification when they are uncertain about instructions, the ability to troubleshoot, ability to work in a team and their motivation to move to Canada. With the

reopening after the pandemic, the company owners plan to visit the country for the first time and participate in the recruitment process rather than solely relying on the agency, virtual meetings, and videos. The owners will take along an immigrant who currently works at the company as an evaluator.

Locally the company advertises positions using flyers inside the company and online. The flyers are in the entrance waiting area along. The glossy legal sized documents describe the company, its mission and values, the specialized products they manufacture and the benefits of ongoing professional development and high-tech machinery. The second legal sized glossy document includes a description of each position, coloured pictures zoomed in on machinists, welders, programmers, and quality inspectors working in the factory and their LinkedIn website, Facebook site and job advertising platform. Online advertisements include company logo, location, indicates the type of contract, number of hours and salary to be discussed. It describes the work environment as requiring someone who is autonomous, can prioritize and work with tight deadlines. Pictures of the staff, building and work environment are also provided. Twenty-one benefits such as contributing to retirement, health insurance, mentoring and access to public transit nearby. A list of role responsibilities and competencies is also provided.

Community Orientation Upon Arrival

The organization hired to recruit the temporary foreign workers greets them at the airport and brings them to the company-owned house, which serves as temporary living quarters until they find their own home. The temporary living quarters are set up to accommodate each worker with their own bedroom. One week's worth of groceries is purchased by the company and placed in the refrigerator. On the refrigerator, the company provides four documents. First is a copy of the work schedule. Second, is a telephone number for a bilingual Spanish French-speaking employee should they need assistance or call in sick. Third is a schedule of what they

will be doing in the following days in terms of social integration and workplace integration. Events scheduled include setting up a bank account, obtaining a social insurance number and other appointments dates and times that have already been confirmed. The fourth document hanging on the refrigerator lists the days of the week when to put out the trash and recycling. Catherine and her son visit the new workers to meet them for the first time within the first 48 hours of their arrival if pandemic conditions permit. She begins by telling workers that she and her son are available to always help them with anything at all. Carl explained that the:

“...company were thinking about do you need to go to the grocery store we can help with that even the owner's son was available to drive me to the store to buy groceries I felt accompanied all the time when my wife and kids arrived, they helped find the school, and everything so that is a very good experience.”

Furthermore, a minivan is temporarily left at their disposal to drive to work and run errands until they are able to purchase their own vehicle. It is expected that workers will live in this temporary facility for six months but due to the housing shortage in the region, they may stay longer.

An introduction to the town and basic social integration was previously outsourced to an immigrant integration non-profit organization that charges companies for this service but now it is done internally. Catherine found that, although convenient, outsourcing the introduction to the town to an integration service provider is expensive and, more significantly, impersonal. She believes doing the job internally personalizes the process and helps create a sense of attachment to the company.

A temporary foreign worker and his wife, who also works for the company, are paid to introduce newcomers to the town. He and his wife share their own immigration and integration

experience and advice. They describe the process of finding housing in Quebec, such as how the heating system works, snow shovelling, mowing the lawn, putting out the trash and how to clean the home. They also take newcomers on a tour of the town and show them where to find basic services such as grocery stores, hardware stores, pharmacies, malls, and restaurants and accompany the new workers to purchase a cell phone so that they may communicate with their family. Two days after their arrival workplace orientation begins.

Company Orientation

The same employee who conducts preliminary social integration also conducts the company orientation. Upon arrival at the company, the new workers are introduced to the Human Resources Coordinator, taken on a tour of the company and meet new colleagues during the walk-through. During the first week, the immigrant employee conducting the orientation session provides a brief history of the province, and history of the company, reviews and asks new workers to sign that they have read and accept the modalities stated in the employee manual, discusses company work methods, introduces a company made dictionary with terms that are used to describe tools in colloquial vocabulary and rudimentary francization lessons are provided that are specific to function in the workplace. Furthermore, they receive safety and security training.

The employee conducting the orientation session has asked Catherine to provide more time for this initiation. This need for additional time is voiced by Carl, a temporary foreign worker who arrived in the summer of 2019, and described the process as getting on a moving train. In contrast, Tommy who arrived under different circumstances and during the pandemic recalls his brother taking responsibility for his social and workplace integration, which he describes as having gone smoothly.

This process also contrasts with the one put into place for local workers. Three of the eight participants confirmed that locals and immigrants with local work experience are not provided with a structured onboarding process as provided to temporary foreign workers. Onboarding for locals is done orally and they begin working the same day they begin.

Networking

The company organizes activities for employees to socialize, some of which are open to all workers while others are uniquely offered to temporary foreign workers. Activities or events that are open to all workers include: the annual Christmas luncheon paid for by the company, Thursday drinks after work occasionally, an annual rowing competition organized by the town and an annual soccer tournament organized by the town during the summer months. There are four challenges associated with networking according to this group of participants.

Challenge 1 of Integration: The Pandemic. A dominant pattern emerged, where all eight participants said that the Covid-19 pandemic had an impact on the company's ability to organize social activities, which has been detrimental to creating greater cohesion among workers. However, there appears to be more difficulty getting certain workers involved than others.

An interesting pattern emerged whereby two participants, Sylvain and Guy, the production managers, noted that workers in the welding department were harder to engage in terms of participation in social activities and professional development activities even before the pandemic. They did not comment on the impact this may have on integration.

Challenge 2 of Integration: Mixed Feelings About Which Social Activities to Offer. A strong pattern emerged, five of the eight participants expressed mixed feelings and uncertainty about which social activities should be offered to staff. Catherine is uncertain what to offer as she is unsure what people will enjoy. Guy, the production manager, says there are few social activities offered and has heard participation rates by immigrants are low. Carl, a temporary

foreign worker, mentioned a paintball session that he thoroughly enjoyed but no one else mentioned the activity. Tommy, a temporary foreign worker, was not certain he understood what the upcoming rowing competition was about.

In addition, there are mixed feelings from management's standpoint about socializing with employees. Simon, a production manager, said he was openly discouraged from socializing with the employees by the administration and told he had to choose his camp to avoid confusion when there is a conflict between workers and management. Catherine echoed this reservation when describing the challenge of Human Resources being that you develop personal relationships with employees. In contrast, Guy, a production manager, has no reservations about socializing with his team and invites them all, including temporary foreign workers who do not yet speak French, to go out for beers from time to time.

Challenge 3 of Integration: Time Constraints. Third, a strong pattern emerged, where four of the eight participants expressed concern that socializing opportunities are constrained by time. Guy, a production manager, and Fred, the longest-tenured employee, pointed out they spend more time with colleagues than they do with their own families and so there is less motivation to go out of their way and spend more time with work colleagues outside of working hours. Catherine recognizes this challenge by saying that employees cannot be expected to put in as much time and effort into the social integration of temporary foreign workers as family administrators. That is why as company owners they must be careful not to put too much pressure in this regard on employees. As mentioned earlier Simon notes that the time provided for social activities during working hours is limited citing the example of the Christmas party.

Challenge 4 of Integration: Age Difference. Fourth, an interesting pattern emerged where three of eight participants discussed the impact age differences have on social interactions. Fred,

the longest-tenured employee, and Marc, the machinist, noted that because they are older than the temporary foreign workers, they have different social interests and less in common with younger workers, who are just starting out or who have young families. Sylvain, the Human Resources Coordinator, echoed these sentiments while sharing his experiences as an older student surrounded by young people in their late teens and early twenties and finding it difficult to connect with youngsters who want to party and have fewer responsibilities:

“...when we had group assignments, they would arrive the day before finally ready to work when I was ready two weeks earlier, I wasn't happy, because I have other things to do and going to sleep at four in the morning with work the next day and two kids. It's not quite the same lifestyle.”

Challenge 5 of Integration: Cafeteria and Segregation. As previously discussed in challenge three, a strong pattern emerged where four of eight employees said there is a need to improve the mixing of locals with temporary foreign workers and management within the company. Many employees socialize with colleagues of their own cultural background (locals with locals and temporary foreign workers with temporary foreign workers), each speaking their own language (French and Spanish respectively), which has resulted in segregation in the cafeteria during breaks. Guy, the production manager, and Fred, the longest-tenured employee, state that it is incumbent on the temporary foreign workers to try to speak in French and socialize with locals. Guy adds that this type of effort is highly appreciated by the local workers. Carl, a temporary foreign worker, said that he felt this segregation was detrimental to company culture and takes away opportunities to improve French language learning. Which is why he tries to go sit on the other side with local workers. Catherine notes she would like to see a single dining hall for all

employees across ranks but questions whether other management personnel would accept the change.

Developmental Relationships

Catherine stressed that she would like to pair all new temporary foreign workers with local workers to pass on knowledge, encourage temporary foreign workers to speak French and improve working relationships. An interesting pattern discussed by three of eight participants emerged concerning the challenge of implementing developmental relationships. Guy, the production manager, and Fred, the longest-tenured employee, point to a lack of time as a significant factor that is impeding effective developmental relationships from developing. Guy spoke about his experience as a coach/buddy in other companies to immigrant workers and how it was a long process. He describes a three-step process consisting of: job shadowing, assigning small supervised tasks and working on machines side by side with new workers to provide immediate feedback. Once buddies saw the new worker was proficient, they were no longer under the supervision of the buddy. However, he observed that at Industrial Gears, with emergency contracts, he does not have the luxury of time to do this. Consequently, he spends more time observing and offering feedback to new team members when they have simpler contracts with longer lead times.

Similarly, Fred explained that when he was assigned someone to pass on his knowledge the employee would be re-assigned for long periods of time due to a shortage of staff and emergency contracts. In his experience, the employees returned having forgotten what Fred taught them. He also added that the language barrier of temporary foreign workers further complicated his ability to transfer knowledge to them.

Access to Training

There are three forms of training provided at the company: formal structured training, organizational development training and on-the-job training with the latter being more prominent but creating mixed feelings amongst employees.

Formal Training. In the company orientation, there is formal training provided in terms of safety and security and rudimentary language training for immigrant workers. But this training is only one-way. Simon, a production manager, noted that there is no formal training or information session that was provided to existing workers or supervisors prior to the arrival of temporary foreign workers concerning differences in cultural norms and work attitudes. He has followed a formal leadership training and feels he would benefit from additional formal training of that nature.

Organizational Learning. Human Resources was putting into place training to promote group learning and organizational development. Sylvain, the Human Resources Coordinator, sees learning and change as a group effort based on the use of co-development strategies based on discussions and developing common experiences. He defines co-development strategies as working as a team to identify workplace challenges and solutions to improve efficiency. Sylvain is currently implementing this philosophy to improve the efficiency of work methods. He is engaging employees to identify irritants in the work process and how those irritants decrease efficiency. He is then asking employees to individually measure time lost working around those irritants, a measurement which he will collect and calculate the financial implications for the company and them as workers over one work year. The objective is to brainstorm collectively solutions and promote organizational change that will have employee buy-in.

On-the-Job Training. Despite these formal pieces of training and organization development efforts offered by the company an interesting pattern was identified where three participants

spoke about being self-taught and the value of on-the-job learning. Carl said he felt learning in the workplace is incumbent on him as an employee and this learning occurs through practice and experience. Fred says formal school training, such as in schools, as a foundation but that most learning occurs in the workplace through experience. In essence, on-the-job training is described as the acquisition of implicit knowledge, through experience, about how to machine and weld different components, identify and troubleshoot production challenges such as identifying errors in industrial drawings they work with and knowledge of different metals.

A second interesting pattern emerged, among two of eight participants, concerning supervisors' perceptions of their ability to deliver on-the-job training. Simon, a production manager, observed that his responsibilities as a supervisor expanded as he is now required to provide on-the-job training and more explicit guidance than previously due to a large group of new workers. In addition to working with new workers who are still learning company work methods, both Simon and Guy, also a production manager, expressed frustration with the language barrier. They use apps like google translate to help them but noted that putting all instructions in writing is time-consuming and does not guarantee that the workers understood the instructions as they meant them.

Evaluation and Feedback

Performance evaluation and feedback by supervisors primarily occur informally.

Temporary foreign workers are formally evaluated during the hiring process and then annually by Human Resources.

- During the hiring process, they are given a task to determine whether the workers have the skills for the job as part of the decision to hire.
- Prior to arrival, Human Resources analyses temporary foreign workers' education and experience as it pertains to the type of tasks that are done in the company to determine

employees' pay scale. Therefore, one year of work experience doing tasks that are not reflective of the type of products manufactured at the company may be calculated as only half a year of experience on the company's pay scale. The salary is revised at a second formal evaluation that occurs annually for all employees.

- During the first two weeks after completing orientation, temporary foreign workers are informally assessed by their supervisor to identify strengths, areas for improvement and whether they need to be re-assigned to another machine.
- Throughout the year employees will receive additional informal performance feedback from supervisors and quality control managers in the form of suggestions as to how to improve the next time they manufacture a certain type of component.
- During an annual review employees meet with Human Resources to review their performance and to re-assess their salaries. Marc and Fred said that those who learn faster will earn more money. Marc also explained that his ability to save the company time and money by identifying challenges in advance and recommending changes to increase productivity earned him a higher a much higher salary within the first year of employment.

Awareness and Understanding of Performance Criteria. The evaluation consists of eleven weighted criteria, each with as few as three and as many as 13 descriptors, assessed with a 3-point Likert scale where employees are attributed 75%, 100% or 115% of each criterion.

Both Carl and Tommy, temporary foreign workers, indicated they were not aware of the performance criteria used for annual evaluations. They both said they heard about some criteria from colleagues but did not understand the criteria until they had their annual review with Human Resources. Carl questioned whether the evaluation criteria were something new put into place and the reason why he had not been informed of them. Sylvain, the Human Resources

Coordinator, in his interview, confirmed Carl's questioning when he explained that he started putting into place new evaluation criteria when he was hired in 2019, which coincided with Carl's arrival. Furthermore, Carl said that the use of graphs to describe his performance strengths and areas for improvement helped him better grasp performance expectations. However, there was uncertainty about the exact date for this annual review as it is not given ahead of time. Tommy said his review was coming up but did not know when.

Diversity and Harassment Policies

Industrial Gears has a two-page equity, inclusion, respect, and integrity policy in writing as required by Quebec law. It states that it is there to ensure equity for all employees regardless of sex, nationality, sexual orientation, religion, political opinions, and any limitations that may make employees susceptible to discrimination. The policy states that the company is prepared to provide reasonable accommodations on a temporary basis to ensure equal treatment of its employees. The enforcement of the inclusion policy includes the following strategies that include: sensitization of its employees to differences, gradual consequences for offences, writing reports and following up on interventions and training for personnel. It is also said that enforcement policies are reflective of those stated in the harassment policy made available in the employee manual. The employee manual describes what employees should do if they are victims or witness harassment in the workplace and the steps management will take to rectify cases of harassment.

Catherine approaches diversity challenges in the workplace by encouraging adherence to company values. She explained:

“Recently, I have had employees leave the company, but they were people unable to adapt to the new temporary foreign workers. I lived through a lot... people who display a high level of racism and were unable to get along with these people [temporary foreign

workers] and who criticized me for doing so much for them [temporary foreign workers]. Now it has been calmer lately. I would say the clean-up was done in that regard. People also understood that we won't choose a Québécois worker who does not want to adapt to our temporary foreign workers. So, you have to adapt and work in the same direction as us. Otherwise, I cannot do anything, there is no place for you here.”

Sylvain, the Human Resources Coordinator, discussed his diversity management as being based on his good relationships with workers. Sylvain tells a story where he was having a conversation with an immigrant worker on the factory floor and another employee decided to move a large component being manufactured across the floor and made a racist comment towards the immigrant employee Sylvain was speaking to. Sylvain went on to pull the worker in question aside on two separate occasions: once to sensitize the worker to what he was doing and a second time to verify if the employee apologised to the immigrant workers in question. He felt that local workers do not have a personal issue with immigrant workers when dealing with them one-on-one but rather it becomes an issue when there is a group of local workers present that these types of incidents would occur. Sylvain noted that with the recent turnover in employees, he has had only that one incident to deal with.

Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences

This section describes immigrant and non-immigrant workers' perceptions of their workplace and onboarding experiences. Specifically, this section addresses patterns that emerged from participants responses to four interview questions asking them what they perceived to be: company perks, the advantages, and challenges of hiring immigrant workers, advised proactive behaviours, and areas for improving onboarding.

Company Perks

In the third part of the interview participants were asked to identify the advantages and aspects they appreciate about working for the company. From their responses four common patterns were identified by the researcher.

Pattern 1. Quality of Work. First, there was a strong pattern, noted by seven out of eight participants. They identified the quality of work, the challenge and the subsequent opportunity to learn as an advantage of working for the company. The seven participants voiced a dislike for routine and redundant tasks and three of them linked the challenging nature of the work to learning and growing. Fred explained:

“You learn new things every day, they come out with new stuff every day, new products, new procedures and it’s all the time, look I’m 64 years old and I am still learning. If I work until 90, I would still be learning. There is always something new... It’s also one of the reasons why I stayed here... you know it’s like the other day I got 80 rolls to weld. Well that I found boring because it’s long. It’s boring. It’s physical handling of materials. It’s repetitive, the same type of welding, I don’t like that. One or two or three doesn’t bother me but not a long-term job doing the same type of piece over and over again. If I was told to do that all my life, I wouldn’t do it... I saw a man during my internship, he was welding chains for boats from morning until evening and it had been a long time, it had been 20 years since he was doing that. You can’t say his brain evolved.”

Pattern 2. Autonomy. Second, there was a strong pattern concerning autonomy in the workplace. Five of eight participants mentioned some form of autonomy and capacity to make decisions concerning the work and how it is done, an aspect that they enjoy. Some spoke about implementing training to promote change while others spoke about the capacity to make

decisions or influence decisions concerning the assignment of work and workflow processes to improve productivity. However, the temporary foreign workers participating in this study said they were not yet given that opportunity. Both felt that their prior knowledge was not valued and were not permitted to have the autonomy they desired. However, Carl, one of the temporary foreign workers, observed that integration improved when:

“...I have to play with the rules of the game...I'm going to collect all the information that they give me and I'm going to do it the way they do it... that's how I started to see the change, to see that everything started to go better.”

Carl feels that by accepting to “play by their rules” he is becoming more adapted to the company's work methods, and he will have more autonomy and be proactive as he gains the trust of his supervisors.

Pattern 3. Work Schedule Flexibility. Third, there was a strong pattern concerning flexibility in work schedules. Six of eight participants said that accommodations were possible in some cases. Various types of accommodations were named, including the accommodation to always work the same shift, progressive retirement (working part-time in the final year or two prior to retirement), to start earlier or later if they have a personal appointment and catch up the hours without taking personal days, and the ability to extend vacations using personal days. Simon, the production manager, observed that:

“They have made a lot of effort on the work schedules; they are pretty flexible on the work schedule. Which they were not two years ago. In the last two years, we made a four-day work schedule, we made special schedules for certain people. Some want to work and finish by 3 pm and it was accepted. In terms of the schedules, they are very, very, very permissive.”

Within this strong pattern, a dominant one emerged as well. The three employees (Fred, Tommy and Carl) who spoke about having lived through difficult working conditions such as long workdays and few days off said they are now much better off in terms of the work schedule.

Pattern 4. Social Atmosphere of the Workplace. Last, there was a strong pattern concerning the workplace atmosphere. Five of eight participants, all locals, said that there is a good relationship within the work teams. They referred to the fact that the employees chat and make jokes to create a more relaxed atmosphere and that they work well together as a team. When the temporary foreign workers were asked this question, they responded that it was good and changed topics. Carl commented that he did not appreciate certain jokes that are made and noted the segregation in the cafeteria as problematic.

Perceived Retention Challenge: Salary

A strong pattern emerged concerning participants' perception of what is the greatest retention challenge: salary. Four of eight participants stated that the company is unable to compete with what is offered by large multinationals in the region. This was surprising because only two participants explicitly expressed a desire for a higher salary. Two other participants said they preferred to maintain their quality of life than make more money.

Advice for New Employees to Improve Their Own Integration

When asked what advice participants would give to immigrant workers, on what they need to do to help themselves integrate into the workplace, many different strategies were offered. The strategies could be grouped into three major recommendations.

First Integration Recommendation: Learn French. First, the dominant pattern that emerged among all eight participants was to learn the local language before arriving and to work hard to improve their skills after arrival. Insofar as economic immigrants are concerned there is usually a requirement for them to have some knowledge of the local language. However, when

companies are unable to hire existing economic immigrants, as is the case of Industrial Gears, they may turn to temporary foreign workers for whom there is no minimum language proficiency requirement. There is a minimal language proficiency requirement when they apply for permanent residence, which may be done after 24 months in the country and having been gainfully employed for 12 months (MIFI, 2022c). For this reason, in recent years the Quebec provincial government granted temporary foreign workers access to French language classes provided by the local school boards.

Second Integration Recommendation: Be Willing to Learn About the Job and Company

Processes. A strong pattern emerged concerning the importance attributed to new workers proactively learning about the job and how things are done within the company. Advice offered by four of eight participants (Catherine, Guy, Simon, and Fred) for new immigrant employees included: not to expect anyone to hold their hand, push themselves outside their comfort zone, ask for help, ask for instructions to be repeated and ask questions. Simon, the production manager, summarizes this idea by saying:

“To be maybe, I wouldn’t say to be perseverant but to be pushy, to push yourself.

Someone who stays in their corner, well it will be harder. Get up, go talk to people, ask for things to do, work more. Push to grow yourself. Do not wait for others to take you by the hand... you have to grow on your own.”

Third Integration Recommendation: There are Benefits to Being Sociable.

A strong pattern emerged among seven of eight participants, concerning the importance of both new and existing employees being social towards one another. Fred, Guy, and Simon said that new immigrant workers need to make an effort to be sociable with existing employees and make conversation with them. When asked what it means to be sociable Fred, the longest-tenured employee,

explained new employees need to be careful about their body language by smiling to seem approachable, make jokes, make conversation with the locals even if they struggle with the language. Fred summed it up as:

“Yes, well at this time, we all get along very well. But there are some who are more approachable than others... because they laugh and smile more. Sometimes we make jokes, but others don't understand or are more serious in their demeanour or I don't know. With some of them, you can make jokes every morning. We tease each other and joke around but others don't tease. It depends on who you work with as well, there are some that I see more often than others. Some have their machines further away from me, so I don't see them as often as those who work closer to my corner... It's Hi, hi! Not more than that and with others we chat more.”

Marc and Catherine noted that it is also incumbent on current employees to make new workers feel welcomed. Marc, a machinist, explained:

I speak with everyone; I stop and go out of my way to speak to them [temporary foreign workers] we have to help them because it's not easy. They are from another country... They are far from home and from everything. It's important. It's important to make an effort, for us to make them feel welcome so they feel comfortable. It's important.”

Carl, a temporary foreign worker, identified the opportunity to practice his French language skills a benefit to pushing himself to interact with locals. Tommy explained that outside of the workplace his opportunities to practice French are limited to his brother who is also learning French, his teacher, and people at the grocery store. Marc, a machinist, added that simple conversations lead to incidental learning about the local culture and system. He shared a story about a conversation with his immigrant colleague about taxes:

“Now he’s doing his taxes... we pay a lot of taxes in Canada... said calculate carefully your thing, increase your deductions per pay period or put more in your RRSP [registered Retirement Savings Plan] ... he didn’t know about that... they have a lot to manage I would imagine, how are they supposed to know. They are learning, learning the system... after that when your RRSP is full get yourself a TFSA [Tax Free Savings Account] ... it’s small tricks, we have to help them. We have to show them, tell them.”

Suggestions for Strengthening Onboarding of Immigrants

Participants were asked to identify what are the most pressing changes that needed to be made to company immigrant onboarding processes and which stakeholders should be involved in making those changes. There were no dominant or strong patterns that emerged concerning what needed to be addressed to improve onboarding. However, a dominant pattern emerged concerning the stakeholders that need to be involved in the process, namely the company itself and governments at various levels.

The company is named by participants as an important stakeholder and vector for improving immigrant onboarding processes. Participants each had different perspectives as to what they felt needed immediate attention to improve immigrant onboarding, but a strong pattern was communication. From management’s point of view, there is a need to better communicate to workers the perks and benefits of working for the company. It was suggested to find a way to remind workers of the flexibility they enjoy within the company and to monetize those perks. Examples of monetizing perks were calculating the company’s contribution to employees’ retirement fund and savings from working in a non-unionized environment.

From the Human Resources level, there is a need to improve orientation materials and general communication with employees within the company. Sylvain felt it is urgent to complete, update and translate the company manual into the language of the incoming temporary

foreign workers. In addition, he wanted to digitize orientation materials, to make videos related to social integration and safety and security training. To help him do this one of the temporary foreign worker's wives, who has a degree in communication, was hired but she is only proficient in Spanish. Furthermore, he would like to modernize general communication with employees and the transmission of information. As discussed earlier the modes of communication include a bulletin board close to the staff locker room and a company Facebook page. Sylvain described the company bulletin board as decrepit and said some employees do not wish to connect to the Facebook page making the transmission of information challenging. Likewise, he would like to use the television in the cafeteria to share information about projects and activities with employees. This complements Guy's observation, a production manager, that informing employees of changes, upcoming company investments in machinery or the aesthetic appearance of the grounds would energize and excite staff. Sylvain added the company needs to do more to help temporary foreign workers access appropriate housing.

Guy, a production manager, spoke about the need to improve communication within and across departments. He said it would be helpful to have team meetings to improve the workflow. He shared that in another company where he worked, team meetings were held regularly within and across different departments. He felt these meetings would help employees better understand the projects they are working on; how various teams are interdependent and the reason for the timeframes they are given. Likewise, it would enable the welding and machining department to work together thus improving efficiency as they would be able to better plan the movement of pieces across the factory floor. Simon, the second production manager, pointed out there is a need for a dedicated team meeting space in the building that could be used by supervisors to meet with individual employees or in small groups.

Carl, a temporary foreign worker, said that improving social relationships between temporary foreign workers and locals should be a priority. Temporary foreign workers make up nearly half of the workers in the factory and during breaks the cafeteria workers stay with their co-ethnic colleagues. Carl sees this as extremely detrimental to company culture.

Three participants, (Catherine, Guy and Simon) highlighted the need to modify the layout of the factory to improve communication and the workflow. They noted that welding and machining supervisors' offices are located on opposite ends of the building, and they do not work together. They also spoke about the layout requiring pieces to move back and forth between departments using cranes and how this is a cumbersome process. However, Catherine explained that changing the floor plan to improve efficiency is complex, time consuming and costly:

“The challenge with the layout of the factory floor is that we are growing bit by bit. But we must make do with what we have. The machines are anchored into place so we can't move those machines. If we did it would require digging into the concrete underneath...Sure if today we started off with a new factory it would be completely different because we would save time on movement of parts, because the configuration of the factory is a challenge.

Presently, production of components requires us to move from department to department.”

In sum, company processes that are seen as requiring immediate attention are the updating and modernizing of orientation materials, and improving communication, there is a need to modernize their Human Resource processes and policies, machinery, and layout but there is a lack of financial resources and time to do so.

A strong pattern, with four of eight participants, emerged concerning the roles that need to be played by local, municipal, and federal governments to help companies improve immigrant

onboarding and local integration. Issues concerning the role of the government that arose were immigration policies, economic stimulation of the region and availability of local integration services. First, Catherine critiqued that differing immigration policies across provinces means provinces are competing for immigrants. Carl and Tommy, the temporary foreign workers, pointed to the immigration process being very long. In addition, Catherine said the complexity, cost of the process and the renewal of permits is an issue federal and provincial governments need to address. To renew the work permit of a temporary foreign worker, organizations must begin the process at least six months in advance and requires them to pay for and re-apply for the same paperwork that was initially required by the federal and provincial government to hire a temporary foreign worker, which includes a Labour Market Impact Assessment and the Quebec Acceptance Certificate (MIFI, 2022e). Furthermore, the current immigration policies in Quebec are perceived as placing the province at a disadvantage compared to its neighbouring counterparts where gaining access to permanent residence takes much less time thus encouraging immigrant out-migration.

Moreover, Sylvain, the Human Resources Coordinator, expressed a need for governmental policy guidance to understand how foreign education credentials and work experience should be assessed to ensure he is placing employees on the appropriate rung of the company pay scale.

Catherine summarised this challenge at the governmental level:

“It’s a sure thing that when we speak about the paperwork for temporary foreign workers the paperwork is very heavy. And it makes no sense to have to pay for government fees to renew permits and to have to justify yourself as an employer so much... it’s the second time I’m renewing a permit for one of my workers... that person has never been on unemployment and the governments’ asks for so many justifications... it’s an incredible

waste of time. It's not normal that I have to renew the work permit for each of the workers and pay the fees when they are in the same type of employment, to have to pay \$1,000 dollars for the LMIA [Labour Market Impact Assessment] ... There are fees, it makes no sense, and the government is putting obstacles in our way. So, I would change that. It's not normal that we are competing with other provinces. It's not normal. It's not normal that it's easier to immigrate to New Brunswick or to Ontario compared to Quebec. It's not normal."

The second governmental-level issue identified was the necessity for federal, provincial, and local governments to work together to help re-energize the local economy to improve immigrant retention in non-gateway locations. Three participants specifically identified types of economic investments they felt were needed to help retain immigrant talent. The investment types included giving federal infrastructure and security contracts to smaller localities because companies in non-gateway locations have the competencies to make good quality products, tax incentives for large industries to open part of their operations there and financial support for updating company processes and machinery. Catherine expressed frustration with the municipal government making politically motivated decisions concerning immigrants such as developing an action plan but accused the plan of just paying lip service to electors rather than having any value for the region or companies.

A third issue perceived to be part of governmental responsibilities was improving the provision of social integration services. A strong pattern emerged whereby four of eight participants (Catherine, Guy, Simon, and Fred) felt access to language learning prior to and after temporary foreign workers' arrival needs to be improved. Specifically, flexibility in accessing language courses was a concern as the employees' shifts rotate from morning to afternoon and evening. As a result, when employees work an afternoon or evening shift, they are unable to

attend language courses until their shift is rotated. Catherine adds that she cannot place temporary foreign workers on a fixed day shift because it would create additional animosity amongst the other workers who would perceive it as favouritism. Tommy and Marc spoke about the government needing to do something to help immigrants and temporary foreign workers access appropriate and affordable housing.

Catherine discussed the need for an organization to help spouses of immigrants and temporary foreign workers arriving in the region. She said they need help to build a network, access language classes and gain employment. In her experience, when she contacted government integration service providers to help spouses, the organizations claimed that this category of immigrants are not part of their mandate and are unable to help. Existing agencies are there to help integrate permanent residents and youth looking to stay in the region, not temporary foreign workers, and their families. There are organizations that will help with this but at a price.

Other interesting patterns that emerged was that two of the eight participants describe large companies as using their financial power to attract employees away from small to medium enterprises. At the executive level, there is a frustration that small to medium enterprises are almost forced to turn to temporary foreign workers to fill positions and that after significant financial and time investments and workers obtain permanent residence, large companies recruit them. Catherine says:

“It's not normal that when large companies recruit, they take people who are qualified when we are facing a labour shortage and we all know very well that there are no machinists and welders and they come to take them from us, it's not normal. Big companies have work to do when other workers obtain their permanent residence or become citizens. Big companies

have the latitude to take people and that's not ok. It's not okay, it's not okay that we serve as a school, we invest the time and money. So that's it, at that level there is something, something must be done at one point because it's fine and dandy for us entrepreneurs [in small to medium enterprises] to be strong but we're fed up, it's not easy."

Concluding Thoughts: The Future of the Company

Perspectives concerning the future of the company and immigrant onboarding are mixed. Catherine and Sylvain said they plan to continue bringing in new temporary foreign workers to fill open positions and replace those who may leave after obtaining permanent residence, refining their existing onboarding model for immigrants that they see as effective and eventually promoting immigrant workers to higher positions as they grow with the company. However, Catherine said that regardless of how effective their onboarding model is, retention will remain a challenge as temporary foreign workers gain permanent residence and bigger companies offer as much as 60% higher salaries and additional benefits. As such, the company must prepare to compensate for those eventual losses by annually recruiting one or two temporary foreign workers to replace those they lose.

The workers reported mixed feelings about the future of the company. Carl, Tommy, Marc, and Sylvain felt optimistic about the company's ability to grow and the opportunities this will bring them. Tommy and Carl, the temporary foreign workers, specifically spoke about the company offering many opportunities to learn how to operate new machines, return to school if it aligns with company needs and advance in ranks within the company. By contrast, Simon, Guy and Fred, the production managers and longest-tenured employee, were concerned about the company's ability to grow and survive as they struggle to maintain knowledge within the company and pass that knowledge on to new employees.

As such, developing onboarding programs for immigrants appears to have been a long and arduous process occurring at the same time as the company navigated the Covid-19 pandemic restrictions and a significant staff turn-over. Within the company, participants perceived immigrants as having the competencies required but needing time to learn the company's work methods. Locals believed that everyone must work their way up but in turn, could be perceived by immigrants as a failure to recognize their previous work experience and competencies and may affect retention.

Despite differences in optimism, certain beliefs emerged consistently across ranks. First, all participants felt a certain passion and desire for the company to succeed and they all wanted to actively contribute to developing and improving processes to achieve that goal. Second, six of eight participants emphasized a desire to continually learn, be challenged and professionally develop. Third, four of seven employees with experience working for companies with advanced onboarding processes and communication strategies see the benefits of structured onboarding and how it could be implemented in smaller organizations. Fourth, there appeared to be a difference of opinion between owners and staff regarding what communication consisted of and its objectives. Six of seven employees perceived communication as informing and explaining to employees about company processes, changes, events and improving internal dialogue to increase efficiency and team cohesion. By contrast, Catherine equates communication with consultation in decision making. She expressed concern regarding the ability to reconcile the time it takes to communicate and the urgent need to make decisions and act. She explained:

“And it’s a family company, the decisions... the challenge faced by entrepreneurs is communication, it’s that an entrepreneur goes fast. Once they take a decision, they execute it... We want to include people, so we do what we can but when we get into the process of

hearing everyone out well an entrepreneur already knows that the outcome will be and what needs to be done. So, the entrepreneur just lost so much time because they already know what they want to go out and do... I consider us builders, and builders go fast and that's the way it is."

I am led to believe that this enterprise is operating with constrained human and financial resources and requires assistance and time to develop effective processes for onboarding immigrants. Presently, company operations and the onboarding of immigrants may be characterised as paternalistic, meaning upper management takes on many responsibilities for the social and economic well-being of its temporary foreign workers in hopes to build "loyalty" as expressed by Catherine. As such, the existing immigrant onboarding process extends beyond the workplace and encompasses the needs of temporary foreign workers' spouses and their children. Temporary foreign workers speak positively about the company, the onboarding program, and their appreciation for the opportunity to be in Canada for themselves and their families.

Chapter Six. Company Two—Alloys Inc, a Continuous-Improvement Company

“No. I didn’t find anything difficult about the first time I worked on the machine as a machinist. My head turned a little bit, this is here, that is there but that’s normal, but it wasn’t hard... whenever I had questions, I would go see my team leader, Patrick, he is a good employee, he is a good machinist, he knows all the machines. I would go see him and say Patrick come here show me this on the machine.” (Miguel).

Onboarding is described by an immigrant worker, Miguel—who arrived in Canada in 2014 and was hired in 2017 by Alloys Inc, as a smooth process. At the time of his hiring, Alloys Inc, a manufacturer in a non-gateway community in Quebec, his employer had yet to begin developing its onboarding program for its immigrant workforce. This chapter describes the experience of onboarding immigrant workers at Alloys Inc., a manufacturer, from the perspective seven employees: five non-immigrants, one temporary foreign worker and one immigrant with permanent residence status.

About the Context of Alloys Inc

To place the onboarding of immigrant workers into Alloys Inc, this chapter first provides the context in which that onboarding occurs. Based on artefacts, collected from the internet (municipal websites, federal and provincial statistics websites, housing websites and company websites) this section begins by describing the community of Northcrest in which Alloys Inc is located and operates, and continues by providing background information about the company. To prevent the location and the company from being identified exact references are at times not provided and certain elements about the community and the company were described broadly.

About the Community

Alloys Inc is in Northcrest, a small community in the northern region of Quebec. This section introduces you to Northcrest by first describing facts about the local population—size,

demographics, and countries from which immigrants arrive—then describing the local economy and employment opportunities for residents in the region; and closing with a description of organizations serving newcomers, including integration services as well as other major community organizations.

Population, Demographics, and Immigration. Northcrest is in the north-east of Quebec.

Founded in the mid the 17th century, the population of this community is between 20,000 and 50,000 inhabitants, according to Statistics Canada and the Quebec government websites.

Maintaining that population is a growing challenge in Northcrest. One reason is aging, approximately 65% of the population is aged 50 years and older and the town population has decreased by 3% between 2016 and 2022 according to Statistics Canada. A second reason is attracting immigrants, only 0.1% of immigrants arriving in Quebec settle in the administrative region where Northcrest is located according to the Ministère de l'Immigration, de la Francisation et de l'Intégration. One positive note: 33% of the immigrants who do arrive in the administrative region come from French-speaking countries. The top five countries from which immigrants arrive in this administrative region, in order of the number of immigrants, are France, Italy, Haiti, Morocco and China.

About the Local Economy and Employment Opportunities. Northcrest is considered to have a diversified economy according to the municipal website. There are six large local employers in different industries, which are in the mining and processing of iron, aluminum and steel, the local airport, the local rail system and over a 1,000 small to medium enterprises.

In terms of employment, healthcare and social assistance and retail and trade represent nearly a third of jobs in Northcrest, according to federal and provincial statistics. The other three quarters of jobs are in manufacturing, educational services, public administration,

accommodation and food services, construction, transportation and warehousing, mining, administrative support and waste management, professional, scientific and technical support, real estate and finance according to Statistics Canada. According to the job site Indeed, as of December 2022, the top five industries that have positions to be filled are i) retail and wholesale, ii) healthcare, iii) transportation and logistics, iv) telecommunications and v) restaurant and food service.

For those relocating to Northcrest, one particular challenge will be faced by newcomers: housing. As is the case in the rest of Quebec, housing of any type—especially affordable housing—is scarce based on data from the Quebec Professional Association of Real Estate. Listings for homes for sale have dropped by 30% while the median price of a single-family home has increased by 28% to \$262,500 according to the Centris website. Listings for condominiums have increased by six available units but there is insufficient data to identify the median cost according to the Quebec Professional Association of Real Estate. The median rental price of a one-bedroom apartment is approximately \$558 according to the Canada Mortgage and Housing Corporation. This remains lower compared to Montreal where the median price for a single-family home is \$448,694, a condominium \$381,000 (Quebec Professional Association of Real Estate, 2022b) and the rental of a studio apartment is \$1,495 (Zumper, 2022).

Northcrest is located in an administrative region that has a less safe environment for its population as both property and violent crime are nearly 2% and 65% higher respectively than the average for the province according to the Ministère de la sécurité publique reports. However, data concerning the specific community of Northcrest are not available.

About Community Organizations Serving Newcomers. The municipal government offers a single testimonial of an immigrant who moved to the region and offers a French booklet for

newcomer immigrants. This booklet is destined for immigrants who have been selected by the provincial and federal governments and excludes temporary foreign workers. This booklet includes information concerning:

- Geographic information
- Local economy
- Education institutions and daycares
- Recreational centres, parcs, festivals and local events
- Apartment buildings with contact information to landlords
- Health and social services
- Government agencies to obtain government issued identification and recognition of education qualifications
- Government agencies and non-profits facilitating socio-economic integration and finding housing
- Indigenous community information
- Religious establishments in the area
- Transportation options
- Facebook pages to the various support services

Services offered by other organizations that assist newcomers help with finding and accessing public services, housing, and employment in the community, and participating in the general community and cultural events. Newcomers include international students, immigrants, and temporary foreign workers, as well as Quebecers, moving into the region and businesses bringing in immigrant workers. The organizations that provide services include public services and a non-profit organization.

In terms of public services, both educational and healthcare institutions serve newcomers once they arrive. The education system in Northcrest offers elementary and secondary education in both French and English, though according to provincial law, students must meet strict eligibility requirements of having a parent who was educated in English in Canada to attend English schools. In addition to elementary and secondary schools offering the regular stream program there are schools that offer specialized sports and arts programs. The community also offers several post-secondary options, including a CÉGEP (an acronym for Collège d'Enseignement général et professionnel, a general and professional teaching college that offers grade 12 and the first year of university, as well as vocational and technical programs, similar to colleges elsewhere in Canada and community colleges in the United States), technical colleges and a satellite campus of a University whose head campus is located in a neighbouring administrative region.

Educational institutions offer specific services for newcomers. In elementary and secondary schools, those services include francization classes, and specialized French classes to learn basic French prior to being integrated into regular classes (MIFI 2022a). Elementary and secondary school is free for all minor children, under the age of 18, Quebec including the children of temporary foreign workers who have a Quebec acceptance certificate (MIFI, 2022a).

The local CÉGEP (general and professional teaching college) offers a handbook with a wide scope of information, weblinks and contact information describing:

- Geographic location and the climate
- Quebec values, local customs
- Activities, events, and community centres

- Education information: the cost, calendar, programs offered, the admissions process and requirements and orientation upon arrival
- Housing information
- Budget considerations and the local currency
- Local systems and services: taxes, postal service, acquiring government identification, healthcare, transportation, stores, embassies and religious establishments
- A dictionary with local colloquial expressions and their equivalences in standard French

Public CÉGEP (general and professional teaching college) is free for Quebec permanent residents, students from France and the spouse or children of temporary foreign workers with a closed work visa or holders of a post-diploma work visa and fee-based for all other new arrivals in Quebec (Fédération des Cégeps, 2022).

The university offers services for international students as well. They offer a five-step guide with information, timelines, costs, weblinks and contact information concerning:

- Admissions: process and requirements
- Immigration: paperwork at the federal and provincial level
- Health insurance: explaining who has free access, purchasing private insurance the process to apply for the different options, the advantages and how to unregister from university offered private insurance.
- Housing: on and off campus options, and a university service to find housing off-campus.
- Transportation: options to arrive in the region that include air and ground transportation.

Universities charge tuition and fees; Canadian citizens and Quebec permanent residents pay the lowest rates; permanent residents and citizens from elsewhere in Canada pay a

higher rate, and international students pay the highest rates though students from France and Belgium can attend at local rates (Ministry of Education and Higher Education of Quebec, 2022).

Canada offers a single-payer public healthcare system, which is managed within Quebec by the provincial health ministry. Northcrest has one hospital in the region as well as public clinics for non-urgent matters and private medical care centres. Canadian citizens, permanent residents, children under the age of 18 regardless of their immigration status, seasonal temporary foreign workers, and international students whose country of origin has a social security agreement with Quebec have access to the free medical services of the system (Régie de l'Assurance Maladie du Québec, 2020). Temporary foreign workers with a work permit of more than six months are also entitled to free medical services but only after a three-month waiting period (MIFI, 2022b). Those who are eligible for the public health system must register with the government agency Régie de l'assurance maladie and receive a health identification card.

Traveling within Northcrest primarily requires that individuals have their own cars. But for those who do not have a car, Northcrest offers a taxi service. Northcrest is connected to other places in Quebec and North America through a major highway—located next to the town, and an airport that is served by regional and national airlines.

There is one local non-profit organization that serves the integration needs of newcomers and offers four services:

- French language classes: free government and conversation classes to all immigrants for beginner, intermediate and more advanced speakers.

- Immigration and settlement: assistance and referrals to specialists for immigration paperwork and registration to access public services (schools, daycares, banking etc...), finding housing and access to mental health services.
- Integration and socialization: assistance to join local activities and community volunteering.
- Services to companies: assistance with recruiting immigrant workers, preparations prior to and at the time of arrival of immigrant workers, diversity management and intercultural mediation.

In terms of religious integration, Northcrest has five places of worship for Christians and one place of worship for Muslims.

In addition, Northcrest has general cultural and recreational facilities including swimming pools, nature parks to accommodate summer and winter activities such as kayaking, hiking, skiing, snowshoeing and other outdoor activities, and festivals that usually occur on weekends at various points in the year.

About the Company

Alloys Inc manufactures products for the mining industry and has an approximate annual revenue of \$40 million CAD and employs approximately 80 workers, making it a medium-sized company. Its primary products are iron ore rollers designed to screen, separate and handle iron ore pellets and other equipment used in the smelting and handling of aluminum and cast iron. The company serves the iron, aluminum, energy, and other primary industries. Alloys Inc is open year-round except for two weeks during the Christmas holidays and operates 24 hours a day, five days a week, Monday through Friday.

Alloys Inc was founded by a family in the 1980s and was passed on to the children of the original owners. Under family control, the company remained small with 30 to 40 employees.

Victor, the Technical Coordinator in the Research and Development Department, is an employee who was hired when the company belonged to the original family founders. Victor describes the family-owned company as:

“...the management style that there was before was more in the style of how companies were in the old days, do what your boss tells you to do and shut up.”

Aurelia, the current Human Resources Partner, who was hired after the company was sold by the children of the original owners, echoes this description of management the previous management style calling it “a family style of management”.

Alloys Inc is a medium-sized hangar that covers approximately 24,000 square feet today. It is one of the many shops in the area that is unionized, and this occurred after it was sold to a consortium of partners.

In the 2010s the founder’s children sold the company to a consortium of buyers consisting of government investment agencies and private large multinational companies. Alloys Inc transformed from a small family-managed company to a medium one that is managed by a board of directors. The company sales revenue almost tripled from approximately \$15 million CAD to \$40 million CAD- as mentioned earlier. When the new owners bought the company, the clientele was expanded to include additional international markets across all seven continents and added sales representatives in over 20 countries. The expansion also resulted in additional changes that were necessary to keep up with demand for their products. Additional changes included doubling its workforce to approximately 80 employees, further investing in its research and development team and purchasing new digital machines for its manufacturing process.

The primary source of revenue for the company comes from the repair and sales of mining and aluminum smelter equipment. As a contractor, Alloys Inc repairs and manufactures this specialized equipment and parts used by neighbouring large multinational enterprises, large multinationals located internationally and neighbouring small to medium enterprises that operate steel, iron and aluminum mining and smelters.

As a sub-contractor, Alloys Inc manufactures specialized equipment and components for neighbouring small to medium enterprises. These neighbours use the components to complete projects for the same larger multinational corporations operating in the region for which Alloys Inc also provides equipment. They also have an International Organization Standardization (ISO) certification.

Participants From Alloys Inc

Seven employees from several departments and at several levels of the organization volunteered to participate in the study. These include one Human Resources representative, two supervisors, a temporary foreign worker who is the director of innovation, two non-immigrant workers and a permanent resident who is a machinist. This section profiles each, providing information on the personal, educational, and professional experiences that they identified as foundational to their professional identities. Certain participants asked that details describing their personal lives, work experience and previous employers not be shared in their profiles. As such, the amount of detail in each profile may differ. Furthermore, to protect their identities personal stories of immigration and integration are shared in chapter nine under the heading ‘the emotional journey of immigration and integration’ without naming their pseudonyms.

Aurelia, Human Resource Business Partner in the Administration Department

Aurelia is from Northcrest, the community where Alloys Inc is located. She is active in her community by sitting and chairing various governing boards of local community organizations. She completed her schooling and acquired her professional experience in Northcrest. She has a CÉGEP (general and professional teaching college) certificate in accounting and administration and Human Resources Management and a license for workplace safety and security accident reporting. Aurelia acquired her work experience in small and medium enterprises in Human Resource departments.

Aurelia has worked at Alloys Inc for four years, as the Human Resources Business Partner. She is responsible for the development and implementation of the onboarding process for local and immigrant workers, developing and managing the company culture so that it aligns with the business strategy, training supervisors, coordinating training for employees across ranks, annual performance reviews, administering the private healthcare insurance and all other employee management issues arising including conflict management. She enjoys her work because of the transformation that the company is going through and that she is contributing to, as well as the opportunity to travel. This was her second role at the company. In her prior role, Aurelia worked in a junior role supporting the previous Human Resources director.

Aurelia's first interaction with immigrants was in the early 2010s when visiting local fast-food restaurants, as those large multinational companies, were the first to hire temporary foreign workers to fill positions in their industry. However, she says she has always been exposed to diversity due to the large indigenous community living in the area. Indigenous and non-indigenous local kids play on the same sports teams as she did and her kids attend the same high schools. Most of her direct experiences with immigrants have been through her present employer.

In terms of working with immigrant workers in Alloys Inc, Aurelia is specifically responsible for the entire onboarding process of temporary foreign workers, preparing and training existing workers who will be working with temporary foreign workers and conducting annual performance reviews for all employees. She has travelled to Alloys Inc regional offices located in Quebec City and Montreal to train new employees and she has travelled overseas to recruit temporary foreign workers.

Olivier, Material Resource Management Supervisor in the Production Department

Olivier is from Northcrest where Alloys Inc is located. He describes himself as someone who enjoys country living and that is the reason why he lives outside of Northcrest. Olivier completed his schooling in the southern part of the province and acquired his professional experience in Northcrest. He completed a bachelor's degree in wood engineering and acquired his work experience in a large company with over 800 employees. Olivier has worked at Alloys Inc for one year, where he is a material resource management supervisor and is responsible for planning and allocating resources, human and material, for a given project. He enjoys working at Alloys Inc because of the company culture that he characterizes as having a modern mentality. Olivier is specifically responsible for supervising, training, and providing performance feedback to employees including immigrants or temporary foreign workers. This was his first role at the company.

Olivier's experience and interaction with diversity and immigrants began as a young teenager when he lived abroad with his mother. During that time, he experienced some culture shock and challenges that he feels are transferable to the experiences of immigrants settling in Canada. His interactions with diversity and immigrants continued during his university studies, which he completed in the southern parts of the province where he was exposed to international students.

Olivia, Mechanical Workshop Supervisor in the Production Department

Olivia is from Northcrest and although she works in a male-dominated industry she says stereotypes are not part of her mindset due to her upbringing and when dealing with local male colleagues she is comfortable pushing back when inappropriate comments are made. Olivia completed her schooling and acquired her professional experience in Northcrest. She has a CÉGEP (general and professional teaching college) degree in industrial maintenance and completed an internship at Alloys Inc. Olivia acquired her work experience in small, medium, and large organizations as a cashier at a local corner store, a security guard stationed inside a multinational manufacturer and her current position.

Olivia has worked at Alloys Inc for four years, where she is a mechanical workshop supervisor. She oversees a team and provides technical support for the production process and testing of products manufactured for clients. She enjoys her work because of the company culture. Olivia is specifically responsible for supervising, training, and providing performance feedback to employees including immigrants or temporary foreign workers. This was her second role at the company. Previously she was a cladding operator and responsible for thermal spraying, metallization processes and- blasting products manufactured by Alloys Inc.

Olivia's interaction with immigrants and different cultures began at the age of 14 when she became a competitive athlete, until the age of 22. During these years she travelled around the world and frequently interacted with other athletes at social events. She feels strongly that it is important to connect with people, learn from each other and exchange knowledge. She also lived and work in Montreal but ultimately wanted to return to Northcrest.

Victor, Technical Coordinator in the Research and Development Department

Victor is from a small village approximately three hours, by car, from Northcrest. His elementary school had approximately 20 to 30 students and to attend high school he had to

commute to a larger town approximately one and a half hours away by bus. Coming from a small village he found the transition to a large high school with hundreds of students across five grade levels to be challenging and intimidating.

Victor completed his higher education in Three Rivers and acquired his professional experience in Northcrest at Alloys Inc. He completed a CÉGEP (general and professional teaching college) degree in metallurgical engineering. Victor acquired his work experience at Alloys Inc when it was a small organization prior to being purchased by the consortium of partners and becoming a medium-sized company. He has worked there for 18 years and was hired to replace a technician in the research and development department who was an immigrant that left Northcrest for a larger community. Victor's primary responsibilities were to assist the researcher in product development. Now that the company has been bought out by the consortium of partners, he enjoys working there due to company culture and he feels staff is appreciated.

Jade, Engineering Draughtsman in the Engineering Department

Jade is from a small village close to Northcrest. Previous to her current employment she greatly disliked Northcrest and describes a rivalry between non-gateway communities and a highly unionized population that made her feel like people were less open to change and newcomers, even if she was from a neighbouring village. However, that has changed since working for Alloys Inc because her colleagues and managers helped her come to appreciate the town and what it has to offer, and this is the reason she plans on staying in the community.

Jade completed her schooling and acquired her professional experience in both Northcrest and in the Saguenay-Lac-Saint-Jean region, south of Northcrest. She completed CÉGEP (general and professional teaching college) vocational degree as a draughting engineer in Northcrest and then moved to Saguenay Lac-St-Jean where she pursued her studies. She

changed CÉGEP (general and professional teaching college) programs a number of times, completed some courses but ultimately stopped her studies to work in her field. She stayed in that region for ten years where she worked for small, medium, and large multinational companies. Jade has worked at Alloys Inc for two years, where she is an engineering draughtsman, preparing detailed sketches of the equipment Alloys Inc will manufacture to the specifications required by client companies. She enjoys her work because of the positive company culture and management's openness to diversity. This was her first role at the company, despite having applied to become a daily production worker where her responsibilities would have been to assemble products and move goods and materials in the warehouse.

Jade's first interaction with immigrants was during her time in the Saguenay Lac St-Jean region. However, people tended to segregate into groups based on culture, so her interactions with them were in passing. Alloys Inc is where she is most exposed to immigrants, as they employ people from various countries, and she interacts with those who work in the office rather than those on the factory floor.

Marcos, Innovation Director in the Research and Department

Marcos is a temporary foreign worker from a small tourist beach town in Brazil that he says is comparable in size to Northcrest. Prior to arriving in Canada, he was bilingual in Portuguese and English and after arriving he learned French.

Marcos completed his schooling and acquired his professional experience in Brazil. He has two bachelor's degrees, one in technology and the other in metallurgy engineering and a master's in business and administration, specializing in entrepreneurship. Presently he is completing a second master's degree, related to his work at Alloys Inc, at the satellite university campus located in Northcrest. Marcos acquired his work experience in Brazil working for large multinational organizations as an engineer where he enjoyed a high salary and generous bonuses.

He decided to immigrate to Canada because an opportunity presented itself. He never thought to move to Canada until Alloys Inc, one of his Canadian client companies, offered him a position as director of research and development. The Canadian position required him to take a pay cut but the opportunity of moving to Canada for his career and his family outweighed the salary cut and he decided to take the job. Marcos has worked at Alloys Inc for three years, since 2019, as Director of Innovation where he manages a team in developing new products for Alloys Inc.

Marcos describes the immigration process as simple but long. Simple because all the visa paperwork and expenses for himself and his family were handled by an immigration consultant hired by Alloys Inc. However, due to the Covid-19 pandemic the process, which was to take three to four months, took one year and he arrived in Canada nearly a year later in October 2020.

Miguel, Machinist in the Production Department

Miguel is a Canadian permanent resident from the Dominican Republic. Upon arrival in Canada, in 2014 after marrying a Canadian, he was unilingual Spanish and now has a beginner's level of French. Miguel plans on staying long-term in Northcrest, to be close to his young children but says he would like to move to Montreal when his children get older, where he would have support from a larger co-ethnic community.

Miguel completed his schooling and acquired his professional experience in the Dominican Republic. He has two certificates: one to become a mechanic and another to be a machine operator. Miguel acquired his work experience in the Dominican Republic's tourism industry at local resort hotels as an entertainer and dancer, which is where he met his Canadian wife. Despite his initial optimism of the opportunities immigrating to Canada would provide for him and his extended family, which has remained in the Dominican Republic, he has struggled

with integration and understanding why the government will not allow him to sponsor his father to come to Canada.

Prior to being employed at Alloys Inc Miguel worked in a restaurant, where he had the opportunity to improve his French. He has worked at Alloys Inc for five years, where he is a machinist. He enjoys his immigrant colleagues but dislikes some of the local workers because he feels they are insincere when being cordial with him. This was his second role at the company. In his prior role, Miguel was a daily production worker where his responsibilities were to assemble products and move goods and materials in the warehouse. After three weeks he asked to be trained as a machinist and was provided with the training.

General Operations

This section describes, in a general sense, how the organization operates. Using interviews, field notes and artifacts, this section describes the company structure; its vision, mission, and values as characterized by the workers; the physical layout of the company location; and the ways people communicate with one another within the organization.

The Company Structure

The company organization chart is not included in the employee manual and was not provided to the researcher. However, the company website describes six departments: administration, sales, research and development, engineering, production, and logistics. A strong pattern emerged where five of seven participants describe the organizational structure as horizontal, as mentioned earlier in the participant profiles. Victor, the Technical Coordinator in Research and Development, explains that prior to the sale of the company, there was one supervisor for 40 employees and decision-making was based on rank in the hierarchy rather than workers' position and which department they worked for. He says that after the company was bought out various layers of management were removed, the role and responsibilities of each

position were defined, and the number of supervisors increased. Aurelia, the Human Resources Business Partner, also mentions that after the company was purchased by a consortium of partners the new owners re-structured the organizational structure and that it was no longer a “family style of management”.

Olivier, the material resource management supervisor, also describes this new structure as horizontal which he sees as advantageous because if a worker faces a challenge, they may get help resolving the issue by directly approaching whoever is in a position to resolve the issue regardless of whether that person is in another department, without having to consult a direct superior. This increases efficiency and decreases potential for miscommunication as people speak directly to the source. Aurelia, Olivier, and Olivia also say that any employee can go directly to management if they feel there is a need. Jade, the engineering draughtsman, further reinforces this sentiment by saying supervisors do not consider themselves bosses but rather are present to help workers manage when they do not know what to do. However, Olivier notes that the disadvantage of this horizontal structure is that employees have more responsibilities because they are responsible for taking action.

Company Vision, Mission, and Values

According to the company website and the interview with Aurelia, the Human Resource Partner, the official mission, vision, and values of the company are focused on continuous improvement to improve the performance of their company and products. Its mission is to design and manufacture high-performance equipment that improves its clients’ processes and productivity with the intent to become the partner of choice in the primary industry sector.

When participants were asked to name and explain three to four words that they felt best to describe the company, three patterns were identified by the researcher across the interviews: i)

international clientele, expansion, and growth ii) innovative products and procedures and iii) innovative management.

Pattern 1. International Clientele, Expansion and Growth. A strong pattern identified by six of the seven participants described the company as having an international clientele, which helps to ensure that the company will continue expanding and growing. Three participants, Marcos (director of innovation), Miguel (machinist) and Jade (engineering draughtsman), pointed out that a defining feature of the company is its international clientele and three others in upper and middle management, Olivia, Olivier and Aurelia said this clientele is a source of continued growth and transformation. Olivia, the mechanical workshop supervisor, said Alloys Inc is moving up to the next level in terms of business development while Aurelia, the Human Resources Business Partner, said this international clientele and expansion of offices overseas places them on the path to becoming a large multinational enterprise. Olivier, the material resource management supervisor, observed that:

“So, it’s in the SME [Small and Medium Enterprise] category that does not feel at all like a SME because of its volume, types of sales, types of purchases and the cash flow we see is enormous. I expected a small manufacturing shop of maybe 50 workers but no, we are talking about huge annual sales and huge projects and 80% of those sales are to international clients. We are everywhere in the world.”

Pattern 2. Innovative Products and Production Processes. A second strong pattern—noted by five of seven participants—described the company as being innovative in terms of their products and production processes. Marcos, Victor, and Olivier described the company as innovative due to the unique products offered by Alloys Inc, and the investments made to continually develop and perfect those products. Marcos explains:

“...because we are really thinking about innovation... we are not thinking about small improvements, we are thinking about putting ourselves in our clients' shoes and the challenges that they face today and how can we solve those challenges. Solutions that will go above and beyond the challenges faced by our clients. Those are the types of innovations we are focused on...”

Miguel and Olivier added that the company is innovative in the production process as they use robots to improve efficiency.

Pattern 3. Innovative Management. A third strong pattern emerged where five of the seven participants viewed the company as having an innovative or progressive management style. Aurelia explains that the company has adopted a “Toyota style of management” meaning promoting teamwork, instilling a growth mindset within and across ranks and valuing all employees and their input regardless of their position. Victor, the technical coordinator in research and development, described Alloys Inc as a “4.0 company”, due to the style of management. Marcos, the director of innovation, used the term respect to describe how employees are treated and which makes the company unique. Olivier, the material resource management supervisor described it as:

“Well Alloys Inc., is young, very young in terms of the mindset of the workers. We have workers with an old mindset, let’s say from a previous generation but those people are not in positions of authority.”

Olivia, the mechanical workshop supervisor, and Victor both used the words “forward thinking” to describe the company management style. Olivia explains that:

“We all want to bring our company to the next level and to do that, it’s not by imposing things so they [management] really take into consideration the ideas of the people on the

factory floor, they have employees participate. It's to move forward to improve the company, the conditions, and the performance of the factory. The decisions are not just imposed, we are really involved."

This is echoed by Jade, the engineering draughtsman, who said she enjoys the potential to contribute to innovating company processes and that all employees are invited to share their ideas. Furthermore, Olivia and Victor described Alloys Inc as treating their workers as a talent they want to nurture. Victor recalled a conversation concerning the new title used for Human Resources, which he found to be very progressive:

"Now it's called Director of Talent and Management. A month ago, I was told that, and I asked [Aurelia] 'you are no longer called Human Resources?' And I was told [by Aurelia] no because it sounds like herding cattle where you work, you're a resource, we use up the resource and we go looking for a new resource. What we [Alloys Inc under new management] want is to raise talent, that's what we really want to do."

Moreover, Aurelia and Olivia stated that the management style means that Alloys Inc is also innovative in its approach to recruiting workers. Aurelia described Alloys Inc as pioneers in their move to recruit temporary foreign workers:

"When I arrived in December of 2018, we were already anticipating the following year. Because it takes practically a year for them [temporary foreign workers] to arrive here. So, we were already preparing for that, and we were like pioneers in that regard. The recruitment of temporary foreign workers was not something that was being done among small to medium enterprises... You know there were companies doing fly-in and fly-out but not recruiting internationally to bring in people here permanently."

She also explained that part of adopting the Toyota style of management is that they are willing to provide training for anyone who wants to be trained.

Pattern 3. Effective Communication. A third strong pattern—noted by four of seven participants—suggested that communication within and across departments is an important part of the company culture that promotes efficiency, stability, and cohesion. As noted earlier, Olivier (a supervisor) and Victor (technical coordinator) described how the horizontal organizational chart enables people to seek solutions directly from those in a position to resolve an issue. He added that this facilitates communication and improves efficiency. Marcos, the director of innovation, described being able to communicate easily with colleagues from across ranks and departments, his only initial impediment was the language barrier because he did not speak French, only English. This was resolved when he started his French classes. Aurelia, the Human Resource Business Partner, said that the company management communicates with the entire staff the company's sales targets, achievements, and upcoming contracts during quarterly meetings. This communication was especially helpful during the initial year of the Covid-19 pandemic as she saw it re-assured employees that there would be job and income stability. Jade, the engineering draughtsman, alluded to this when she described the company as having integrity and being transparent.

Pattern 4. Familiar and Laid-Back Work Environment. A weak pattern, noted by three of the seven participants, described the workplace as a familiar and laid-back setting. Marcos, the director of innovation, shared that although employees work hard the people there smile and you have opportunities to engage in small talk with colleagues, laugh and have fun. Victor, the technical coordinator, said that they have a relaxed atmosphere in the workplace. Jade, the

engineering draughtsman, alluded to this when she shared that they could let loose during breaks and play ping pong. She explained:

“It’s easy! I get up in the morning and I know I’m going to work but I don’t feel like I’m dragging myself to work. It’s been a year and a half, and knock-on wood, I haven’t had a conflict at work. And I know our bosses manage a great deal of stress, but we never feel it, they don’t put that stress on us. So, it’s really easy to go to work.”

Physical Layout

This is what a personal tour of the company would look like. The rectangular building, which appears to have two extensions sits in an industrial park. What appears to be the original building is white with two floors and a hangar attached to the back of it. To the right is an oatmeal-coloured hangar that appears to be an extension, with a large garage-style entrance. Protruding from the front of the white building is what appears to be a second extension, a smaller rectangular cement building. There are two entrances to the building: one to the left of the forward protruding extension for clients and visitors and a second one for the factory workers located mid-way towards the back of the building on the left. On the side where workers enter, there is a space with a picnic table used in the summer to have barbeques and other social end-of-week events such as a happy hour. In the winter there is a shelter resembling a carport set up so workers may go outside in inclement weather.

Parking is located on a plot of unpaved land across the street. Additional grounds are adjacent to the building and across the street from the building permitting owners to make new additions if necessary.

When guests arrive, they enter a vestibule area with glass windows that leads to the main offices. The offices are open concept and Human Resources has a closed office in the corner. Next to the Human Resource office is a closet for coats, boots and where additional protective

foot gear is kept for workers and guests alike. The remainder of the office space has cubicles and is where other non-managerial administrative employees work. There is a staircase that leads to the second floor where there is a waiting room with a blue couch and behind it a Canadian and Québec flag standing on display as well as glass shelves with numerous awards the company has won. There is a coffee table with magazines and additional chairs on the other side of the coffee table.

The second floor is where the head administrators and department directors are located. The company executives have closed offices along the wall and in the center, there are cubicles where the directors are located. However, Alloys Inc is in the process of removing the cubicles to create open-space offices. Along the wall adjacent to the offices of the head administrators is a conference room with large windows along one wall looking out onto the front of the building. It can comfortably accommodate at least a dozen people.

On the ground floor towards the back and to the right is the entrance door to the factory floor. The factory floor is divided into four sections designed to reflect the workflow of the manufacturing process. The first section is equipped with older machines presently operated by the most senior employees, a second section with digital machines to manufacture parts, a third section with digital machines to coat the products they manufacture, and a fourth section is reserved for assembly and packing products.

Despite shelves with materials and many machines, the space appeared neat and organized with a low hum of the machines working. The hand-held tools and cleaning tools have their own place to be hung along the walls and there are black outlines drawn for the shape of each tool so that workers always put them back in the same place. Supervisors have small office spaces that resemble small huts with windows so a passersby can see inside. They were

constructed when supervisors identified the challenge of getting paperwork done and lacked a quiet space to speak in private with employees when needed.

In the centre of the factory floor is a staircase that leads to the staff lounge on a second floor. The staff lounge is equipped with a wall-mounted air conditioning unit, long tables and chairs, a vending machine, a water machine, two large glass-door refrigerators, a single sink, four microwaves and a toaster. However, workers identified the problem of having insufficient microwaves to heat their food and spending their short breaks waiting for the microwave. To resolve this issue one worker made a large box fitted with heat producing lights. This box acts like a slow heating microwave so workers can put their plastic containers with their meals in the morning and by lunch, their meals are hot and ready to be consumed.

Modes of Communication

Within the company, people communicate using a variety of means. Some are analog and some are digital. There are three analog methods: bulletin boards, signs and decals and mail slots. First, there are bulletin boards located on the factory floor with Covid-19 safety information, organization development projects that the different departments are working on, the progress of those projects and who is currently responsible for the step they are working on. There are also two bulletin boards in the staff lounge displaying safety and security information, general company policies and a poster promoting healthy eating.

The second analog communication method are signs and decals. There are posters and signs written in French with pictograms of safety and security equipment that must be worn within specific departments. There are 'STOP' signs attached to each supervisors' booth. In the staff lounge there are decals on the wall with the company values.

The third analog communication method is mail slots located on the factory floor. There are clipboards in the mail slots with papers, but the mail slots do not appear to be assigned to any

individual. There is also another set of mail slots with workplace accident forms. Each slot is labelled with the cause of an injury.

There are three digital methods of communication that include: a television, a company intranet portal, and multiple social media platforms. First, there is a television screen located in the conference room on the second floor of the administrative section of the building. This screen is used to project presentations during meetings. Second, there is a company intranet portal that contains all company policies and procedures such as the employee manual and the collective agreement as well as the employee's access to their pay portal. Last, they have multiple social media platforms that include: LinkedIn, Facebook, and YouTube. These are accessible to the public and include information about: the company and about products, new people they have hired, open positions, company social events and participation in other professional events as well as contributions to the local community.

Onboarding Strategies and Procedures for Immigrants

This section describes the onboarding strategies and processes put into place by the company to integrate workers, including immigrant workers. It describes strategies followed before recruiting begins, the recruiting process, orientation, networking, developmental relationships, access to training, evaluation, and diversity policies. According to Aurelia, the Human Resource Business partner, she began developing the onboarding strategies for temporary foreign workers in 2018-2019, prior to their first recruitment that occurred in 2019.

Prior to Recruitment

Preparations prior to the arrival of temporary foreign workers are conducted by Alloys Inc and a local non-profit partner, First Steps, that provides immigrant integration services. The types of preparation are to meet the immediate needs of the immigrant workers upon settlement in the community, such as finding housing and banking and providing transportation. In

addition, existing employees are provided an information session from the local non-profit organization describing the country where the new workers will be coming from. The intention is for existing workers to become familiar with the cultural norms of incoming workers.

Recruitment

The company has decided to recruit from a French-speaking country or where French is a second language to avoid challenges associated with language. The company works with a private agency located in the target country to recruit temporary foreign workers. Through this agency, the company recruits workers with experience in machining and production. The private company advertises, pre-selects and screens candidates for Alloys Inc. Selected applicants are then invited to an interview with Alloys Inc representatives.

During the face-to-face interviews with potential employees, the company has specific questions and criteria to assess candidates' suitability and attitude. In terms of suitability, the company looks for candidates whose behaviours align with company values as stated on the company website. These interview guides were shared with the researchers and are broken down into three sections. First, they validate the candidate's understanding of the position and the company. Aurelia shares a short company video consisting of: the director general describing the company, a guided virtual tour of the factory floor where candidates would be working and the team saying hello. Second, they assess hard and soft skills by reviewing the C.V. for education and professional experience, through a questionnaire (used for both local and temporary foreign workers), oral questions and review of social media posts and observations of non-verbal reactions when interacting with interviewers. Third, they inquire about the candidates' motivation to move to Canada and their knowledge of the country. Alloys Inc representatives provide additional information concerning Northcrest in terms of its geographic

location compared to other cities in the province, the weather, schools, local amenities and recreational facilities.

Locally the company advertises positions online. Online advertisements include the company website, Facebook, and LinkedIn. The advertisements include the company logo, a picture of the factory staff, the type of contract, the number of hours, the name of the position, a list of role responsibilities, required education credentials and professional experience. The company website provides additional information concerning the company culture, advantages, and opportunities to learn. There are nine advantages listed, including competitive salary, group insurance, summer hours and social activities. It also lists the six departments and the type of responsibilities of each department. The company website permits you to apply by submitting your C.V. via email but the job postings are not listed on the website.

Prior to Arrival in Canada

Once selected, new employees receive a welcome package that includes a company gift with the company logo, pamphlets with information about the community, and the region, links to promotional videos, amenities and links to promotional videos created by the municipal authorities. Recruits are also provided access to private French language training if needed and Aurelia, the Human Resource Business Partner, communicates with new recruits regularly. During these communications, she shares with them information and even videos of everyday life including what a snowstorm looks like and how to use various household appliances.

Prior to temporary foreign workers' arrival, Aurelia finds them partially furnished housing ensuring there is one bedroom per worker and leases the apartment in the company's name for the first year. After the first year, the lease is transferred to the workers. The workers may decide to find a new apartment and are helped with this. Aurelia ensures the apartment is

fully equipped prior to their arrival with additional furniture, appliances, the internet and other necessary amenities.

Marcos described the support he received to find housing:

“Alloys Inc helped a great deal with finding housing in advance. Our move to Canada was supposed to happen in April of 2020 so we found an apartment, where I live now, but because of Covid we arrived in October ... I asked the HR person to cancel the lease and she said Marcos, don't worry we will use the apartment for the company so that when you do arrive you have an apartment. So, Alloys Inc took charge of the apartment [payments] from April until October and everything was ok. She helped me a lot with finding an apartment.”

Community Orientation Upon Arrival

Aurelia greets temporary foreign workers at the airport and brings them to the worker's new home leased in the company's name. One week's worth of groceries is purchased by the company and placed in the refrigerator. They are provided with a company car to go to and from work and run errands. Aurelia provides them with her contact information should they need anything.

Normally, an introduction to the town is conducted by Aurelia and basic social integration is outsourced to an immigrant integration non-profit organization. However, the first set of temporary foreign workers arrived during the Covid-19 pandemic and were required to quarantine upon arrival. This delayed the community, workplace, and job orientation. In Marcos' case, he had already visited Alloys Inc in Canada multiple times prior to moving with his family and so he was already somewhat familiar with the community. However, the local non-profit organization they work with, First Steps, provide immigrant settlement and integration services. Marcos explained:

“It was from the moment that we moved, everything was done with First Steps. They helped us a lot with the paperwork, our social insurance number... and for school, it was First Steps that accompanied us through the process because we did not speak French, we spoke not a word so we needed someone to help us....When we arrived here we started studying French... my wife took French courses all day for a certain period of time until she felt more confident. Then First Steps helped her get a job interview... and she started working so as to meet people, to get to know the work culture and all of that and so she started working but stopped French classes because she did not have time to do both at the same time...”

Company Orientation

The same employee, Aurelia the Human Resource Business Partner, who conducts preliminary community integration also conducts the company orientation. Due to Covid-19 quarantine, the new workers were provided with a laptop in their home and part of the orientation began the following day after their arrival using virtual meetings. The virtual orientation lasted throughout the two-week quarantine and consisted of a description of the company history, values and products, an introduction to the employee portal, a review of pay stubs and deductions, union rules and the collective agreement and safety and security procedures and norms in Quebec.

Once quarantine ended, they began in-person orientation. In-person workplace orientation consisted of a tour of the community, a tour of the workplace with a detailed explanation of the production line and introductions to all staff members. New workers were assigned a buddy and their supervisor accompanied them to lunch and is responsible for on-the-job training. The buddy explains the workflow and procedures on an ongoing basis until workers feel confident and able to function on their own. An additional orientation activity provided to

temporary foreign workers is an invitation to go fishing and eat poutine (a traditional Québécois fast food meal consisting of fries, cheese curds and sauce).

This process is like the one put into place for local workers. Two of the seven participants, Olivia and Jade, described having gone through the same orientation process.

Networking

The company organizes activities for employees to socialize, they are open to all workers and a special activity is organized the day prior to the temporary foreign workers' first day. Existing employees finish their shift early and are invited to a beer and chips event where they meet the new temporary foreign workers and have an opportunity to socialize.

Activities or events that are open to all workers include: the annual Christmas luncheon paid for by the company, occasionally finishing early on Friday afternoons for a happy hour and enjoying cold treats during breaks in the summer months. Activities or events that are open to all workers and their families includes a beachside bar-b-que, curling and ski days.

There are two challenges associated with networking according to this group of participants. The first challenge was the pandemic and the second was concerning workplace colleagues.

Challenge 1 of Integration: The Pandemic. A strong pattern emerged, where five of the seven participants said that the Covid-19 pandemic had an impact on the company's ability to organize social activities, which has been detrimental to creating greater cohesion among workers. Victor, the technical coordinator, mentioned he did not want to be forced to participate in social activities but looks forward to Covid-19 restrictions loosening so that they could throw ski days, curling activities and beach parties like they used to. He also would like to have potluck luncheons.

Challenge 2 of Integration: Workplace Colleagues, Time Constraints or Bias? There is an interesting pattern that emerged, where two of the seven participants expressed a distinction between workplace collegiality and personal friendships but there is questioning as to whether bias is at play. Miguel, the machinist, explains that he discovered there is a distinction between workplace collegiality and personal friendships. He notes that:

“...some people say hi some people don’t even look at me... some are friends only in the workplace and some are also outside of the workplace but they are not all the same... it’s like I said to one person once hey why don’t you come over to my place for a beer and the guy asked me why would I come have beer at your place Miguel? We are friends at work but that’s it.”

The only colleagues from work with whom Miguel socializes outside of work are other immigrant workers and he questions whether biases towards immigrants play a role in this.

Victor, the technical coordinator said that local workers need to be a little more sociable and nicer. However, he also says he likes to take time on the weekends to be home with his loved ones and does not always want to socialize with people from work.

Olivier, the mechanical workshop supervisor, said the challenge of socializing is due to locals’ mindset and resistance to change. He believed that many locals have a traditional mindset rooted in fear of change regardless of whether it is a change in how things are done or changing demographics in the community and this fear manifests itself passively and/or overtly in the workplace. Passively it takes the form of refusing to implement new processes or relinquishing responsibilities despite the provision of training. Overtly, people explicitly refer to how things were done in the past questioning why they should change their behaviours. Examples of this overt pushback was employees refusing to learn how to use a new machine,

making derogatory comments and/or jokes about women, visible minorities and the LGBTQ community and chastising immigrant workers for using English despite immigrants being in the process of learning French.

Developmental Relationships

Developmental relations are a standard part of the onboarding process. All new workers are assigned a buddy, usually the supervisor. A strong pattern emerged, where five of seven participants, spoke highly of the developmental relationships describing them as efficient for job orientation. Miguel, Olivia, Jade, and Marcos explained that their buddy was always accessible and adjusted the delivery of the on-the-job training to their individual needs. As described in the introduction to the company Miguel explained:

“...The team leader showed me the machine and helped me because it was written in English, I don’t [speak English], and the team leader speaks in French and in English very well... he showed me the computer, there is this button, there is that button... this is how it works... it was not difficult and now it’s all up here [pointing to his head]... and whenever I had a question I would ask my team leader, he is a good machinist, he knows all the machines so I can always ask him to come here and show me this or explain me that.”

Jade, the engineering draughtsman, described it as a process where information is chunked and there is limited pressure:

“I received a little training from my colleague then I was sent off to draw on the software, I drew some pieces... then one day they came in and said here is your first project... I had time to become comfortable with the software, and they gave me something new... I did pieces that were needed internally so it wasn’t urgent, and they didn’t put too much pressure on me.”

Marcos, the director of innovation, said that his supervisor always empowered him. He did this by providing Marcos with the names of the people Marcos needed to consult when there was an issue and by asking Marcos what he thought needed to be done instead of telling Marcos what to do.

This contrasted sharply with Victor's experience when he started in 2004 when the company was still owned by the founding family. Victor recalled having to figure things out on his own:

“I still remember my first day. They had me meet a secretary who had me fill out paperwork and then I crossed paths with a guy in the hallway that I didn't even know, he was never introduced to me, and he handed me a file and said to take care of it without explaining what it was, I was told to figure it out... I didn't understand how it worked, there wasn't really any information in the file... but only I could do the job because it was a task for the lab technician, and I had to communicate a lot with another department to try and figure things out...”

Access to Training

There are five forms of training that are provided at the company: formal structured training in the workplace, organizational development, on-the-job training, academic training, and other training. On-the-job training appears to be the most prominent form and employees express positive feelings as it is customized to individual needs.

Formal Structured Training in the Workplace. In the company, formal training is provided to all workers, new workers and existing workers and is a two-way process. During the orientation, there is formal training provided in terms of safety and security for new workers.

Prior to the arrival of temporary foreign workers existing staff received training, from a local non-profit organization that helps immigrants integrate. The entire staff was introduced to

the country from where newly hired temporary foreign workers would be arriving. This training included information about the country's geography, history, politics, culture, religion and potential differences in behaviours they may encounter with these new workers.

Furthermore, Aurelia, the Human Resource Business Partner, organised a series of 12 two-hour training sessions for supervisors. These training sessions are designed to equip supervisors with knowledge as to how to motivate workers, provide effective on-the-job training and deal with conflict in the workplace. Aurelia says she tries to make these sessions interactive through co-development methods where supervisors share their thoughts and experiences with one another to make them more meaningful. She notes that older supervisors have a harder time praising workers for a job well done.

Organizational Learning. The company has adopted a Toyota model of management, which means Alloys Inc promotes continuous improvement and respect for its people. This method is implemented to drive innovation and participation of all employees regardless of department or rank. As such, each department is assigned a target number of innovative changes they must identify and bring to their department. To achieve this there are quarterly meetings where employees sit with their entire department and brainstorm collectively ways to improve their workplace, whether it is in terms of safety and security, efficiency, the social environment, or the physical environment. Employees at all levels participate and when a department adopts a change, they devise a plan as to how to execute it and nominate individuals responsible for different steps. These plans posted on a bulletin board in each respective department and progress is tracked. This allows the team to monitor progress and for individuals responsible for the different steps to be held accountable. Furthermore, employees are paid a bonus when they and their departments meet their innovation objectives. This has resulted in changes that

enhanced the cafeteria, promoted social activities, and impacted the types of machinery that are purchased. Aurelia said this gives workers a voice, it empowers them and allows management to be aware of challenges from the perspective of the workers.

On-the-Job Training. As mentioned earlier, a strong pattern was identified where five of seven participants (Jade, Olivia, Marcos, Victor, and Miguel) spoke positively about the methods used for on-the-job training. The strategies that participants identified as effective for on-the job training are: customizing the speed of learning to individual needs, chunking the information, and teaching the next chunk or step only when the person begins to feel confident, providing opportunities to practice on low-stakes projects and providing employees with the opportunity to voice how they would proceed instead of giving them the answer. Jade, the engineering draughtsman, explained that this method contrasted with her previous experiences and has many advantages:

“For a long time, I thought the best method was to throw someone into something, but no because we don’t do it right then and we repeat the same errors. Because by learning a little at a time we think about doing things before we do them, we learn more, and we are not stressed. Because when we are stressed, we don’t even realize the things [mistakes] that we do.”

Furthermore, Alloys Inc is willing to provide on-the-job training to workers who want to learn how to use a machine. This was the case of Miguel who started as a daily production worker and asked to become a machinist.

Higher Education Classes. A strong pattern was identified where four of seven participants said Alloys Inc is ready and willing to provide workers with access to higher education courses. Olivia said she intended on pursuing a certificate in health and safety but was obliged to put it on

hold for personal reasons. Marcos was pursuing a master's degree and Jade was pursuing a professional diploma from the local CÉGEP (college). All trainings were related to their work at Alloys Inc.

Other Training and Support. In addition to the above forms of training, Alloys Inc. is willing to provide workers with other forms of training and support. For example, workers may be given access to language apps paid for by the company if they want to learn a language and subsidize gym memberships.

Evaluation and Feedback

Performance evaluation and feedback by supervisors are a mix of verbal and written and occur formally and informally. Temporary foreign workers are formally evaluated during the hiring process during the interview and then annually by Human Resources.

- During the hiring process, candidates are given a questionnaire, to determine whether they share the same values as the company, which is part of the decision to hire.
- During the first three weeks after completing orientation, temporary foreign workers are informally assessed and provided verbal feedback from their supervisor to identify strengths, areas for improvement to determine how to proceed with on-the-job training.
- After the first, second and fourth month of employment, supervisors are scheduled to meet with new workers to provide a formal performance review and written feedback.
- During an annual review employees meet with Human Resources to review their performance and to re-assess their salaries.

Awareness and Understanding of Performance Criteria. The evaluation is divided into two sections: five professional and two personal criteria for a total of seven equally weighted criteria. Professional competencies are the same for all employees and personal competencies vary according to department, role, and responsibilities. Each criterion has as few as two and as many

as four descriptors that add up to a total of ten points. Workers receive a score on 70 points that is then calculated as a percentage. The criteria reflect company values and individual responsibilities are valued at 10 points each. A dominant pattern emerged where none of the participants mentioned the evaluation criteria or signalled confusion as to what the criteria are.

Diversity and Harassment Policies

Alloys Inc has a policy regarding harassment and is in the process of developing an equity, diversity and inclusion, policy. The harassment policy states that it is there to promote a respectful and safe work environment for all staff. It reiterates that respect and dignity is a fundamental company value, and Alloys Inc is committed to providing a harmonious work environment that promotes the company mission statement. The policy defines what is harassment, describes various forms, links it to the Canadian Charter of Rights and Freedoms and indicates the role and responsibilities of upper management, supervisors, and workers in general. The policy is found in the employee manual and describes what employees should do if they are victims or witness harassment in the workplace. These steps include warning the offender, informing a supervisor and then submitting a complaint directly to the Human Resources Director. An investigation will be conducted and depending on the severity of the situation, consequences may include: requiring the offender to submit an oral or written apology, receiving a written warning or suspension, dismissal and submitting a report to the police of any other body that may be concerned.

As mentioned earlier- in the section discussing challenges of networking- an interesting pattern emerged where two of the seven participants discussed discrimination as a potential networking challenge. Miguel, a machinist, described the challenge of socializing with work colleagues outside of the workplace and questioned whether this is a passive-aggressive form of discrimination. When asked if he has raised the issue with Human Resources, Miguel said there

are no opportunities to do so, and he was concerned about the consequences of reporting instances that he believed are discriminatory. Olivier stated that he felt there a need to be more explicit policies with specific examples of actions that are unacceptable and explicit consequences for those actions. However, he noted that trying to enforce policies of that nature would result in turnover among Québécois workers who may not be directly involved in any incidents but who are uncomfortable with change and diversity.

Onboarding Evaluation

Alloys Inc put into place a process to evaluate and tweak its onboarding program. All new and existing workers involved in the onboarding process are provided with a questionnaire. This questionnaire was not provided to researchers, but Aurelia, the Human Resource Business partner indicated that it asks workers to describe what they think went well and areas that may require improvement.

Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences

This section describes immigrant and non-immigrant workers' perceptions of their workplace and onboarding experiences. Specifically, it explores four issues related to those perceptions: company perks, the advantages, and challenges of hiring immigrant workers, advised proactive behaviours, and areas for improving onboarding.

Company Perks

In the third part of the interview, participants were asked to identify the advantages and aspects they appreciate about working for the company. From the participants' responses, four common patterns were identified by the researcher.

Pattern 1. Progressive Management. First, there was a strong pattern, noted by six of the seven participants from across ranks, who identified the progressive management style as an advantage of working for the company. As discussed earlier, in the section describing the

company culture, participants described Alloys Inc as a 4.0 company, respectful of its employees, valuing all its workers and engaging all workers in organizational development regardless of the department or rank, their willingness to train anyone who wants to be trained and their novel approach to recruitment. Aurelia also added that Alloys Inc differentiates itself from other companies by adopting the attitude that they are bringing entire families and future citizens, not just temporary foreign workers.

Pattern 2. Learning and Professional Development. Second, there was a strong pattern, identified by six of the seven participants, from across ranks, concerning the opportunities Alloys Inc provides its employees to learn and develop professionally. Aurelia explained that Alloys Inc is willing to train workers in areas that they are interested in pursuing. As mentioned earlier Alloys Inc offers its workers with five types of learning opportunities: formal structured learning, organizational development, on-the-job learning, academic training, and other formats. Olivia explained:

“As part of our training unit... they [Alloys Inc] pay for language training if you want to learn a second language... If you want to develop professionally, like I had planned on... I wanted to pursue a university certificate in health and safety...and so you do your class and when you successfully complete your class, they [Alloys Inc] pays for your class... if you want to learn First Aid there are always training sessions...show an interest... they will train you...”

Jade and Marcos, who were pursuing a professional degree from the local CÉGEP (college), and a master’s degree respectively referred to their work as “interesting” and value the opportunity to learn and develop professionally. They said learning is an important advantage of working for Alloys Inc. Miguel pointed out that he came in as a daily production worker and a few weeks

after being hired he asked to be trained as a machinist and without hesitation from management he was trained.

Pattern 3. The Work Schedule and Flexibility. Third, there was a strong pattern concerning the flexibility in the work schedule afforded by Alloys Inc to its employees. Five of seven participants identified the work schedule offered by Alloys Inc as an advantage. Victor, Olivia, and Miguel were happy to work Monday through Friday and have weekends off. Miguel, a machinist, said this allows him to spend time with his young children. However, he also said working the night shift is challenging when he has custody of his young children because he struggles to find childcare at night.

Olivia, Jade, and Marcos said they appreciate the flexibility to change their schedule for their studies or personal matters. Olivia explained:

“... they [Alloys Inc] will free up your schedule if you have to go do an exam...go part time. You can work part-time and do your coursework [the other half of the time] and you still have a job, and the company develops a talent... and it’s an advantage for the company at the end of the day.”

Jade, the engineering draughtsman, called this flexibility in their schedule “freedom”, something that certain members of her family who work for large companies in the region do not have. She said:

“...it’s having freedom. I have a doctor’s appointment, I tell my supervisor, no stress, I’m paid to go to my appointment, there are no problems. We’re in the process of buying a house and so you have appointments for the mortgage, stuff like that, with the notary and there’s no problem...sometimes she [a family member] has a medical appointment and she has to almost fight to get time off to go to her medical appointment... he [another

family member] also worked all his life for a big company and he never missed a day because getting time off was complicated with his bosses.”

Pattern 4. Good Relations With Supervisors and Colleagues. Fifth, there was a strong pattern identified by four of the seven participants concerning the good relationship that exists among colleagues and supervisors at Alloys Inc. This comes from participants in middle management positions and who work in the office. Marcos, the director of innovation, indicated that it is rare work with such wonderful people and have such a positive relationship with your supervisor. This is echoed by Jade, engineering draughtsman, and Olivia, a supervisor, who also praised a positive social environment amongst colleagues. Jade attributed this to the fact that Alloys Inc is a small company and recounts stories of people who left large companies because of the “toxic” work environment and went to work for smaller ones or returned to Alloys Inc. She offered examples of this:

“...he [an employee who returned to Alloys Inc] just said he preferred to work for Alloys Inc...he [a worker who left a larger company to come work for Alloys Inc] called it shit... and I’m being nice because he used more colourful language... He [family member who worked for a large company] was a supervisor... he just gave up and left because he couldn’t manage... it [the relationship with workers and supervisors] created a toxic work environment.”

In contrast Olivier, a supervisor, believed that finding a good work environment depends less on the size of the company. He explained that there are departments in large companies that are pleasant to work for but the only way to know is through your networks and word of mouth. Furthermore, it is really a question of the company’s willingness to invest in Human Resource projects and in the people working there. He said Alloys Inc, unlike other companies of its size,

have profit margins that allow them to make those types of investments into the company culture.

Olivier also said that even a good work environment can quickly deteriorate due to conflict, especially in a unionized context. He recounts a story in a large company where most people across ranks generally got on well with one exception. There was a supervisor who was despised by workers for pressuring workers to be productive. This caused a conflict that quickly escalated, the union got involved and the social environment across the entire department soured.

Pattern 5. A Good Salary. Seventh, there was a strong pattern concerning the salary offered by Alloys Inc. Four of seven participants stated that an advantage of working for Alloys Inc is that they offer a good salary. All four participants acknowledge that this salary is not as high as that which is offered by large companies in the area but that it was nevertheless a good salary.

Pattern 6. Social and Community Activities. Last, there was a weak pattern concerning the social and community activities Alloys Inc organizes or gives participants access to. Three of the seven participants (Olivia, Jade, and Miguel) said they enjoy the social activities offered by the company whether it is during the work week, such as chips and beer on Fridays or outside of work such as the annual beach party. Jade and Miguel also noted that they appreciate receiving free passes to the community pool or other community activities.

Perceived Retention Challenge: Salary

A weak pattern emerged whereby salary was perceived as a retention challenge for small to medium enterprises including Alloys Inc. Three of seven (Aurelia, Olivia, and Jade) participants said they felt one of the major challenges of retention was salary and that Alloys Inc is unable to compete with the high salaries of large companies in Northcrest. There appears to be mixed feelings about salary. As mentioned earlier, four participants said they have good salaries or that they are offered a competitive salary for the work they do, but some of the same

participants felt it is insufficient to compete with salaries offered by large multinationals in the region.

Yet one of the four, although satisfied with their salary, said they wanted to gain experience and apply to a larger company to make more money. Another participant, an immigrant, said immigrants are motivated by salary but also said that salary is only one of many factors that impact immigrant retention. Four participants, including an immigrant worker, explicitly identified three factors more important than just having a high salary: having the opportunity to learn, having a position that allows them to develop professionally and feeling like a valued member of the team. Jade, the engineering draughtsman, explained:

“...there are huge companies in Northcrest that will offer you three times the salary of what small to medium companies can offer... we [Alloys Inc.] lost a lot of employees because of that, because people leave to go work for companies that can offer salaries that are sick.”

Advice for New Employees to Improve Their own Integration

When asked what advice participants would give to an immigrant worker, on what they need to do to help themselves integrate into the workplace, five participants each offered multiple recommendations. The recommendations could be grouped into five strategies.

First Integration Recommendation: Learn French and its Subtleties. First, a strong pattern emerged, discussed by four of the seven participants, was learning the local language prior to arrival, and working hard to improve their skills after arrival. Insofar as economic immigrants are concerned there is usually a requirement for them to have some knowledge of the local language. When companies are unable to hire existing economic immigrants, as is the case of Alloys Inc, they may turn to temporary foreign workers for whom there is no minimum language proficiency requirement. There is a minimal language proficiency requirement when they apply

for permanent residence, which may be done after 24 months in the country and having been gainfully employed for 12 months (MIFI, 2022c). For this reason, in recent years the Quebec provincial government granted temporary foreign workers access to French language classes provided by the local school boards.

To avoid the issue of the language barrier, Aurelia said Alloys Inc focuses its recruitment efforts on countries where the population already speaks French. However, this does not prevent Alloys Inc from hiring temporary foreign workers and/or immigrants who do not speak French. There are three such cases: i) non-French speaking immigrant workers already in Northcrest, ii) temporary foreign workers from countries where Alloys Inc does business and whose profile corresponds to a specific need within the company and iii) employees who will be working in Alloys Inc overseas offices.

Moreover, Victor, the technical coordinator, added that although immigrant or temporary foreign workers may already speak French when they arrive it is important to take into consideration the subtleties of the language and validate understanding to avoid errors and conflicts. Victor said that different accents may impede comprehension so he re-caps a conversation in an email to ensure there was no misunderstanding. He also described how a simple local expression may lead to conflict. He described an incident where he told one of his colleagues that the detailed report he wrote was more than necessary using a Québécois expression, “t’en a fait en masse”, and not to worry about it. However, Victor’s colleague got upset because he understood it to mean that his report, which he spent three weeks working on, was of average quality.

Second Integration Recommendation: Be Sociable to Improve Your Language Skills.

Second, an interesting pattern emerged, discussed by two of the seven participants, was the

importance of using different settings to improve one's language skills. Miguel, an immigrant machinist, said social interactions and workplace interactions are the most productive way to learn French compared to formal classroom settings. He said the challenge with formal classroom settings is he is too tired after work to attend or is unable to attend due to rotating shift work. This was echoed by Marcos who said his wife stopped formal language classes due to time constraints when she started working. For this reason, Miguel felt personal social interactions in and outside of the workplace provide the best opportunities to practice and improve his French. Victor alluded to this when he said he spends a lot of time during breaks speaking casually with Marcos, the director of innovation, about different topics.

Third Integration Recommendation: Be Willing to Learn. A strong pattern that emerged, discussed by four of seven participants, was encouraging temporary foreign workers and immigrant workers to learn about the company, their job and be open to new ways of working. Miguel suggested new workers listen carefully to colleagues and the advice they give because they are well equipped to help understand how things work. Olivia and Jade suggested to ask as many questions as possible, but Olivia said immigrants might not know what kinds of questions to ask. Jade added that taking notes is helpful. Olivia suggested they contribute to organization development initiatives, but she acknowledged they may be fearful of being fired and sent back home if they speak up. Victor and Olivia recommended being open to new ways of working such as accepting the horizontal hierarchy where titles do not determine who may participate in certain activities and that women may also work on the factory floor in leadership positions.

Fourth Integration Recommendation: Find Activities to Integrate Into the Community. A weak pattern that emerged, described by three of the seven participants, was for immigrants to find activities in the community. Victor and Marcos said it was important for immigrants and

temporary foreign workers to find extra-curricular activities and meet people outside of the workplace. Aurelia said some temporary foreign workers need support for this happen while others do not. Notably, temporary foreign workers recruited from fast-food chains have a larger co-ethnic community and are socially active: they go out fishing, camping, participate in local events and visit different parts of the province and neighbouring provinces. In contrast, their most recently recruited temporary foreign workers appear to who do not have a developed co-ethnic community are appear more reserved.

Fifth Integration Recommendation: Share Your Knowledge. An interesting pattern emerged, discussed by two of the seven participants, encouraging temporary foreign workers or immigrant workers to share their professional knowledge. Jade and Olivia said workers are not a blank slate and should share their knowledge for two reasons. First, their experience may improve work processes and efficiency. Second, Olivia said sharing professional and personal information about themselves, can help colleagues and supervisors anticipate or understand situations such as not wanting to report an accident or being distracted because someone back home is ill. Olivier supports this perspective as he said temporary foreign workers and immigrant workers are very knowledgeable, they come in, require minimal instruction, and know how to improve efficiency and work harder than locals. In sum, Olivia says:

“The more they talk to us about how it is back home, the more they tell us how things are in the workplace back home the more we may explain the differences... to help them we need to get to know them. So, if you are going to come here be prepared to have us [workers at Alloys Inc] discover who you are, where you come from and what do you know. Don't just try to adapt and fit into the mould and be afraid that you will upset someone. Shine, be you, find your voice.”

Suggestions for Strengthening Onboarding of Immigrants

Participants were asked to identify what are the most pressing changes that needed to be made to company immigrant onboarding processes and which stakeholders should be involved in making those changes. Participants identified two stakeholders that should be involved in the process: the company and governments at various levels.

There were three patterns concerning company improvement of onboarding. First, a strong pattern emerged, discussed by four of the seven participants, was the need for additional training, support, and information for existing workers. Olivier and Aurelia spoke about needing to develop an equity, diversity, and inclusion policy. Aurelia explained:

“I would like to identify behaviours that are aligned with our values for integration purposes and equity for men, women, visible minorities...it’s going to be very, very, very wide in scope and I don’t want it to be too heavy... I want it to be very user-friendly”.

Olivia, a supervisor, said additional information about the cultural norms and personal lives of incoming temporary foreign workers would help understand and handle conflicts. In contrast, Marcos, the director of innovation, said it would be helpful if local workers were aware that not all immigrants leave their country because they are struggling in their home country. workers who come to Canada because they had a difficult life in their home country.

The second company-level improvement discussed by four of the seven participants was training different needs of immigrants. However, locals’ perspectives differed from those of immigrants. Locals focused on immigrants adjusting to local working norms such as having a female supervisor, working in a horizontal hierarchy, working at the same pace as colleagues and reporting accidents. In contrast, Marcos said he needed more general information:

“I think that when you are an immigrant and arrive here you have no information about how things work... I don’t know if it is Alloys Inc responsibility, but I was hoping to get some

information about how things work. For example: my driver's license... collective health insurance...the healthcare system... obtaining equivalences for my degrees...I can take care of this myself but I need information so that is something I would change.

It should be noted that when Marcos was hired in 2019 this corresponded to the same period that Alloys Inc was developing and implementing their new onboarding process for immigrant workers and re-structuring the Human Resources department into a Talent Management division.

The third company-level improvement, a weak pattern discussed by two of seven participants, was a need to re-boot social activities that were present prior to Covid-19 health restrictions. Olivia and Victor said there is a need for more social activities such as having beer and chips, pot-luck lunches, ski days, curling days and the annual beach party.

Five patterns emerged concerning the role that needs to be played by local, municipal, and federal governments to improve onboarding of immigrants. First, a strong pattern, discussed by four of seven participants was the need for governments to address the worker shortage because companies are competing for the same small and insufficient pool of workers. Aurelia and Olivier said Alloys Inc employees, who have not applied for new jobs, are solicited regularly by other companies. In the span of less than a month a single company recruited half the employees from one of Alloys Inc's department's and it is not unusual for company heads to call each other asking the other to stop the solicitation temporarily so that they may replace the lost workers.

The second government-level improvement, which was a strong pattern discussed by four of seven participants, was the cost, time, and complexity of immigration. In many cases temporary foreign workers arrive without their families and due to the cost, it takes two or three years before being re-united. Miguel was frustrated because his application to sponsor his father from the Dominican Republic was not approved by the government. Marcos said he accepted the

contract under the condition that his family accompanied him, and that Alloys Inc took care of all the immigration and visa paperwork otherwise he would not have immigrated to Canada.

The third governmental-level improvement, an interesting pattern identified by two of seven participants, was a need for companies to have better access to information and support with the immigration process. Aurelia felt there is insufficient information and services available to small and medium enterprises. She said:

“...give SMEs the tools to better accompany the people [immigrants] who arrive. You know people [companies] are not necessarily aware of all the steps and support we need to bring them [immigrants]. But it’s an important step to have happy workers who feel fulfilled and if you want them to feel good where they are we need to accompany them. Often times that’s what scares companies...they don’t know where to begin... we talk all the time about accompanying the person [immigrant] but there is no one to accompany the company through the process.”

Marcos’ echoed this sentiment when he described how challenging and stressful it was to find information about how and when to renew his work permit.

The fourth governmental-level improvement, a weak pattern discussed by three of seven participants, was access to housing. Miguel said he struggled to find a rental property and Marcos said purchasing a home is difficult because inventory levels are very low. Aurelia explained:

“Now I have six [temporary foreign workers] who are arriving and I’m going to have to rent out my house to them, there are no housing options left... they are going to rent out my house, I’m going to rent my mother’s house and my mother is going to live in Quebec [City] while I have my new house constructed. If I didn’t have this option to offer them, I wouldn’t

have been able to find them housing. There isn't any, none, none, none at all and housing that is affordable... my place has six bedrooms and two bathrooms, so they won't be crowded, and I have the space to house them all together easily."

A fourth government-level issue, which was an interesting pattern discussed by two of seven participants, was the need for additional community activities to provide opportunities for immigrants to socialize and develop a social network. This was discussed by both immigrant participants Marcos and Miguel.

Concluding Thoughts: The Future of the Company

Perspectives concerning the future of the company and immigrant onboarding are unanimously positive and two patterns emerged. The first pattern is that Alloys Inc will continue bringing in new temporary foreign workers. A strong pattern emerged where four of the seven participants (Aurelia, Jade, Olivia, and Victor) said the company will continue recruiting temporary foreign workers to fill open positions and replace those who may leave after obtaining their permanent residence. Jade says temporary foreign workers are needed because attracting immigrants who are already in the province to Northcrest is not a viable solution.

Despite this concern about the eventual loss of some of their temporary foreign workers, a second strong pattern that emerged was optimism about the future of the company. Six of the seven participants (Aurelia, Olivier, Olivia, Jade, Victor, and Marcos) reported they are optimistic about the company's ability to grow and the opportunities this will bring them. Aurelia spoke about company expansions through purchasing other smaller companies and opening additional offices/hiring additional workers worldwide. Olivier, Victor, Jade and Olivia spoke about the company offering many opportunities to learn how to operate new machines, return to school if it aligns with company needs and advance in ranks within the company.

Despite Jade's optimism, she voiced concern that there might be insufficient time to transfer tacit knowledge of some senior workers that are preparing to retire.

As such, the development of Alloys Inc onboarding program for immigrants appears to be reflective of existing company culture and an extension of existing onboarding procedures. The development of this onboarding program has occurred through trial and error and in parallel to company administrative changes and navigating through a pandemic. Within the company, participants from across ranks and departments perceive immigrants as having the competencies required and only requiring training and support to adapt to the progressive work culture, the pace of work and safety and security standards. Moreover, temporary foreign workers and immigrant participants spoke positively about the company, and the onboarding program, and expressed appreciation for the opportunity to be in Canada but also frustration with the lengthy, costly and complex process to bring their loved ones into the country.

I am led to believe that this enterprise is operating with sufficient human and financial resources, but they require additional assistance, resources (specifically best practices and a larger Human Resource department) and time to refine processes for onboarding immigrants. Presently, company operations and the onboarding of immigrants may be characterized as generally methodical and holistic. The onboarding process has been developed by systematically taking into consideration the support needs of temporary foreign workers, but some aspects were learned through trial and error. Furthermore, onboarding is a two-way process in the sense that it prepares both existing and new workers and encompasses organizational development practices to meet immigrants' growth and learning needs. As such, certain elements of the immigrant onboarding require refinement such as providing additional training to supervisors, developing and implementing a broader equity and diversity policy, re-booting social activities and

providing additional information about education, taxation, banking and other systems prior to and upon arrival.

However, the greatest challenges that Alloys Inc faces are beyond company control and fall under the power of various levels of government. These challenges include addressing the worker shortage, improving the immigration paperwork process and costs associated with bringing temporary foreign workers and their families, affordable housing and addressing locals' attitudes and perceptions of immigrants in the community.

Chapter Seven: Company Three—Photons Inc, a Fast-Growing Company

“Workplace orientation honestly it was amazing.... I got the whole package, a computer with everything installed, gifts... They immediately made me feel comfortable... Then the next day I was with my work team and there was no screwing around, we started right away! But it came, slowly but surely and they made me feel comfortable... It was with the other members of the team, I was paired with someone... and he explained everything, the software. They did a great job of welcoming me, honestly, it was great!”
(Thomas).

Onboarding was described by temporary resident Thomas—who arrived in Canada in November 2019 with an open work visa, as welcoming and supportive. When hired by Photons Inc, a manufacturer of high-technology products in a non-gateway community in the province of Quebec, the company was in the early stages of developing the general onboarding process and had yet to begin developing onboarding for its immigrant workforce. This chapter describes the experience of onboarding immigrant workers at Photons Inc, a manufacturer, from the perspective of six employees, three non-immigrants, two temporary foreign workers and one immigrant with permanent residence status.

About the Context of Photons Inc

To place the onboarding of immigrant workers into Photons Inc, this chapter first provides the context in which that onboarding occurs. Based on artefacts, collected from the internet (municipal websites, federal and provincial statistics websites, housing websites and company websites), this section begins by describing the community in which Photons Inc is located and operates, and continues by providing background information about the company. To prevent the location and the company from being identified exact references at times are not provided and certain elements about the community and the company were described broadly.

About the Community

Photons Inc is in Royalmount, a medium-sized community. This section introduces you to Royalmount: first describing facts about the local population—size, demographics, and countries from which immigrants arrive—then describing the local economy and employment opportunities for residents in the region; and closing with a description of organizations serving newcomers, including integration services as well as other major community organizations.

Population, Demographics, and Immigration. Royalmount is in the southeast of Quebec. Founded in the first half of the 17th century, the population of this community is between 500,000 and 550,000 inhabitants, according to Statistics Canada and the Quebec government websites.

Maintaining that population is a growing challenge in Royalmount. One challenge faced by Royalmount is the ageing population. Although Royalmount saw a population increase of 3.3% between 2016 and 2021, approximately 68% of the population is aged 50 years and older according to Statistics Canada. A second challenge is attracting immigrants. Approximately 5% of immigrants arriving in Quebec settle in Royalmount according to Quebec International, a local government funded organization responsible for assisting with economic development of the region. One positive note: approximately 72% of the immigrants who do arrive in the administrative region are proficient in French. The top five countries from which immigrants arrive in this administrative region, in order of the number of immigrants, are France, Colombia, Ivory Coast, Cameroon and Morocco.

About the Local Economy and Employment Opportunities. Royalmount is considered to have a diversified economy according to Quebec statistics. This is because there are many different sectors and industries operating in Royalmount, many of which are described as innovative and high-tech industries. The largest local industrial sectors include information and

communication technologies, electronics and optics photonics, life science and health technologies, food and nutrition, video games and digital solutions, insurance and financial solutions, green and smart building, manufacturing, and artificial intelligence.

In terms of employment, public services represent over a third of jobs in Royalmount, according to provincial statistics. In order from highest number of jobs to least the other two-thirds of jobs are grouped by the Quebec government into five categories referred to as: motor services, services to individuals, manufacturing, construction, and the primary sector. According to the job site Indeed, as of January 2023, the top five industries that have positions to be filled are manufacturing, Human Resources, retail and wholesale, Information Technology and restaurant and food services.

For those relocating to Royalmount, one particular challenge may be faced by newcomers: housing. As is the case in the rest of Quebec, housing of any type—especially affordable housing—is scarce based on information from Quebec Professional Association of Real Estate. Listings for homes for sale have dropped by 4% while the median price of a single-family home has increased by 8% to \$340,500 according to the Centris website. Listings for condominiums have decreased by 35% and the median cost has increased by 8% to \$245,500 according to Centris website. The median rental price of a one-bedroom apartment has increased by 32% to approximately \$1,120 according to the website Zumper. This remains lower compared to Montreal where the median price for a single-family home is \$448,694, a condominium \$381,000 (Quebec Professional Association of Real Estate, 2022b) and the rental of a studio apartment is \$1,495 (Zumper, 2022).

Royalmount generally offers a safe environment for its population. Although property crime is similar to the provincial average, violent crime is 8% lower than the provincial average

according to Statistics Canada. However, according to Statistics Canada their rate of hate crimes that were reported in 2021, proportional to its population, was higher than the Canadian average.

About Community Organizations Serving Newcomers. The municipal government website has a section for individuals thinking of moving into the community. It provides French and at times English information and links to public and non-profit organizations some of are specifically geared to help immigrant newcomers. These links include information about

- The local economy
- Geography and climate
- Government immigration services a
- Government services and non-profit organizations serving immigrants, temporary foreign workers and refugees
- Local sporting and recreational facilities and community organizations
- Information about housing and cost of living
- Support services or entrepreneurs

Several organizations serve newcomers to the community, many offering services specifically aimed at immigrant newcomers. These organizations assist newcomers with finding housing, employment in the community, and information about cultural events in the community. Certain organizations also offer paid services to companies that seek to recruit and integrate immigrant workers. Newcomers include international students, immigrants, and temporary foreign workers, as well as Quebecers, moving into the region and businesses bringing in immigrant workers.

In terms of public services, both educational and healthcare institutions serve newcomers, and transportation options once they arrive. The education system in Royalmount offers elementary and secondary education in both French and English, though according to provincial

law, students must meet strict eligibility requirements of having a parent who was educated in English in Canada to attend English schools. Elementary and secondary schools offer public, private, and specialized programs such as the International Baccalaureate program, arts programs, science programs and private foreign schools. The community also offers several post-secondary options, including several CÉGEPs (an acronym for Collège d'Enseignement général et professionnel, a general and professional teaching college that offers grade 12 and the first year of university, as well as vocational and technical programs, similar to colleges elsewhere in Canada and community colleges in the United States), technical colleges, a university and a satellite campus of a University whose head campus is located in a neighbouring administrative region.

Educational institutions offer specific services for newcomers. In elementary and secondary schools, those services include francization classes, specialized French classes to learn basic French prior to being integrated into regular classes (MIFI 2022a). Elementary and secondary school is free for all minor children, under the age of 18, Quebec including the children of temporary foreign workers who have a Quebec acceptance certificate (MIFI, 2022a).

The local CÉGEPs (general and professional teaching college) offer a handbook with a wide scope of information, weblinks and contact information describing:

- The climate
- Quebec values, local customs
- Local activities events and community centres
- Schooling: the cost, calendar, programs offered, the admissions process and requirements, orientation upon arrival,
- Housing options

- Preliminary finance and budget considerations, local currency
- Accessing government services and acquiring government issues identification
- The tax system
- Transportation options
- The process and phases of culture shock

Public CÉGEP (general and professional teaching college) is free for Quebec permanent residents, students from France and the spouse or children of temporary foreign workers with a closed work visa or holders of a post-diploma work visa and fee-based for all other new arrivals in Quebec (Fédération des Cégeps, 2022). The university does not list the services made available for international students' integration and requires students to make an in-person or virtual appointment with an advisor. Universities charge tuition and fees; permanent residents and citizens of Quebec pay the lowest rates; permanent residents and citizens from elsewhere in Canada pay a higher rate, and international students pay the highest rates though students from France and Belgium can attend at local rates (Ministry of Education and Higher Education of Quebec, 2022).

Canada offers a single-payer public healthcare system, which is managed within Quebec by the provincial health ministry. Royalmount has several hospitals in the region including a children's hospital, as well as public clinics for non-urgent matters and private medical care centres. Canadian citizens, permanent residents, children under the age of 18 regardless of their immigration status, seasonal temporary foreign workers and international students whose country of origin has a social security agreement with Quebec have access to the free medical services of the system (Régie de l'Assurance Maladie du Québec, 2020). Temporary foreign workers with a work permit of more than six months are also entitled to free medical services but only after a

three-month waiting period (MIFI, 2022b). Those who are eligible for the public health system must register with the government agency Régie de l'assurance maladie and receive a health identification card.

The government also provides a public transportation system. The transportation system has over 75 lines that cover residential, commercial, and industrial areas and some link Royalmount to other urban areas in the region. In addition, there are express buses, and night service. Royalmount is connected to other places in Quebec and North America through three major highways—all of which are located next to town. There is access to intercity buses, a train station, a ferry connecting the north and south shore and an airport that is served by regional, national, and international airlines.

In terms of non-profit organizations, several local ones serve the integration needs of newcomers. In terms of assistance with relocation and settlement, there are several organizations that help with newcomer integration and both educational and healthcare institutions serve newcomers.

In terms of religious integration, Royalmount has over 30 places of worship for Christians, two places of worship for Muslims, two Jewish synagogues, seven Buddhist temples and one Hindu temple. In terms of cultural integration, Royalmount has organizations serving people from various countries of origin, including France, Cameroun, Haiti, Philippines, Tunisia and Morocco.

In addition, Royalmount has general cultural and recreational facilities including swimming pools, nature parks to accommodate summer and winter activities such as kayaking, hiking, skiing, snowshoeing and other outdoor activities, and festivals that usually occur on weekends at various points in the year.

About the Company

Photons Inc manufactures high-technology machines. The company is in the southeast of the province—as indicated earlier, they have an approximate annual revenue of \$20 million CAD and employ approximately 90 workers, making it a medium-sized company. In their five-year plan, their projections are to grow staff to 300 employees. They manufacture high technology machines, which serve the automotive industry, other manufacturers, agriculture, and heavy equipment industries. The company is open year-round and operates eight to ten hours a day, five days a week.

Photons Inc was founded by two friends in the 2010s. The company grew slowly in the first few years and then the business took off after obtaining a government subsidy to develop their business and is now growing quickly. Despite the slow start, there was a lot of work to do, as described by Raphaël, the engineering supervisor hired shortly after the company opened. At this time, he had multiple responsibilities including research and development and project manager, and even found himself at times sweeping the floor. He explains:

“...we were travelling all the time... anyway, it would happen that we were called on a Sunday and told come to see us we have a problem with the [product]...” Raphaël.

The building itself is an office building with offices and space for the factory floors in an industrial park. Previously they shared the space with other small companies but over the years the other companies did not renew their leases and Photons Inc was able to expand and take over those leases and opened the closed offices to create multiple open space work areas. Photons Inc now occupies the entire building, which is approximately 19,000 square feet on two floors and has no space to expand further. This is why Photons Inc opened a second factory area down the block that occupies approximately 14,300 square feet on a single floor and an additional 1,000 square feet on a second floor for a total of approximately 34,300 square feet. Presently they are

also in the process of constructing a new larger facility, in the industrial park where they are currently located, that will accommodate their operations in a single building.

Participants From Photons Inc.

Six employees from several departments and at several levels of the organization volunteered to participate in the study. Participants included one director, a Human Resource representative, one supervisor who is an immigrant, two temporary foreign workers and one non-immigrant worker. This section profiles each, providing information on the personal, educational, and professional experiences that they identified as foundational to their professional identities.

Certain participants asked that details describing their work experience and previous employers not be shared in their profiles. As such, the amount of detail in each profile may differ.

Furthermore, to protect their identities personal stories of immigration and integration are shared in chapter nine under the heading ‘the emotional journey of immigration and integration’ without naming their pseudonyms.

Daniel, Director of Research and Development and Engineering Department

Daniel is from Royalmount where Photons Inc is located. He grew up in the community and completed an undergraduate degree in mechanical engineering at the local university prior to moving to Montreal where he lived for eight years and acquired his work experience in small, medium, and large organizations. With experience, he moved up the echelons from mechanical design to management positions. He returned to his hometown to marry, start a family, and pursued his career in management positions that included factory manager, project manager and team manager.

Daniel has worked at Photons Inc for four years. He is the Director of Research and Development and oversees a team of approximately 20 people in developing and assuring innovation of their products. He enjoys his work because of the challenge, the ability to

influence important decisions and to contribute to the growth of what he perceives to be a high-potential company. He feels his experience in large multinationals is an asset to helping this medium-sized company structure itself and grow. In terms of working with immigrant workers Daniel, is responsible for overseeing their work as there is an immigrant on his team. This was his first role at the company.

Sofia, Human Resource Advisor in the Department of Research and Development

Sofia is from the Greater Montreal area but has decided to live in Royalmount because she feels the lifestyle there offers a better balance between city and country living. In CÉGEP (general and professional teaching college) she began commuting via metro and bus onto the island of Montreal. She concluded that she did not enjoy the crowded metros, dense traffic, and apartment living. Which is why after completing her CÉGEP (college) degree she moved to Royalmount to pursue a bachelor's degree in human resources.

Sofia is a newly hired graduate that completed her internship with Photons Inc and was hired after graduation as a Human Resources advisor where she has worked for two years. Her responsibilities include: recruiting, onboarding, heading the social committee and any additional needs such as purchasing materials needed to keep the office rolling. She enjoys her job because there is always something new to learn and because her superiors are very supportive. Her job is at times frustrating because of the worker shortage and the difficulty to recruit people to meet company growth needs.

Her experience with immigrants' dates back to her primary and secondary school years. When growing up in the Montreal area, she had many interactions with immigrants. In school, she welcomed new immigrant students incorporated them into her group of friends. She recalled having many friends from France and Vietnam, whom she remains connected with on Facebook. Her Vietnamese friend did not speak French upon arrival but learned the language within three

months. Sofia says that she enjoyed taking her friends out to eat local fare such as poutine and introducing them to winter activities. She said the hardest thing for all her immigrant friends to adjust to be the local culture, specifically the cold winters.

In terms of working with immigrant workers in Photons Inc, Sofia is responsible for recruiting temporary foreign workers, managing the government paperwork, coordinating with an immigration specialist, and onboarding the temporary foreign workers.

Raphaël, Engineering Supervisor in the Research and Development and Engineering Department

Raphaël is an immigrant from France. He comes from a region with a population of approximately 300,000 people. He is a unilingual French speaker. Raphaël completed his schooling in France and acquired his professional experience in Canada. In France he completed an engineering degree known as a “diplôme de métiers d’art”, specializing in microwaves and telecommunication optics. According to the university where Photons Inc is located it would be the equivalent of a master’s degree as he could apply for a doctoral degree. He then pursued in France a Ph.D. in the same field but did not complete his degree.

After completing his studies, he immigrated to Montreal in 2005, to be with his Canadian spouse. He calls his immigration experience privileged because he did not worry about housing or developing a personal support system to help with his social and economic integration. However, when he arrived, he learned his engineering degree was not recognized by the local Order of Engineers. Acquiring equivalences would require him to pass a dozen exams, which he did not pursue.

Raphaël acquired all his work experience in the province of Quebec. Prior to being employed at Photons Inc he worked for small start-ups, and medium and large multinational companies. For one of his employers, Raphaël frequently travelled to Royalmount on business.

He loved the town so when he was offered a position at Photons Inc, founded by two of his former work colleagues, he moved there with his pregnant wife.

Raphaël has worked on and off at Photons Inc for a total of four years. He is currently an engineering supervisor in the research and development department. This is his second role at the company. Initially, he was a project manager, and his primary responsibilities were to coordinate clients with the research and development department to ensure the product met the client's needs and delivery timelines. Raphaël enjoyed the work but because they were a start-up he often worked late, on weekends and picked up extra tasks. The irregular work hours and limited processes became a strain for him and his young family. As a result, he left the company, on good terms, to work for another medium-sized company in a neighbouring region. After approximately four years he returned to Photons Inc as a supervisor.

Phil, a Product Development Specialist in the Department of Research and Development

Phil is from a small town in Northern Quebec with a population of fewer than 2,000 people. He moved to Royalmount to pursue his university degree and plans on staying in the community long-term because of the job opportunities the community has to offer.

Phil completed his high school diploma in his hometown in Northern Quebec. He then moved to a larger non-gateway location where he completed a Science CÉGEP (college) degree. Phil then moved again to Royalmount, where he completed a bachelor's degree in physics and a master's in instrumentation and astrophysics. During his master's degree, he worked at an observatory where he discovered that he really enjoyed engaging in activities that allowed him to apply in practice his theoretical knowledge.

Phil is a newly hired graduate who has worked at Photon's Inc. for three years where he is a specialist in product development (more like tweaking/adapting). He is responsible for programming and configuring the product to ensure it meets the specific usage needs of the

client. He enjoys his work because it allows him to pursue his passion for repairing, programming, and testing machinery.

Phil's interactions with foreigners date back to his youth. Tourism is an important segment of the local economy. In CÉGEP (college) and university, Phil interacted with international students (foreign nationals with a temporary visa allowing them to reside in the country during their studies) when he worked to complete group projects.

Thomas, Product Development Technician in the Research and Development Department

Thomas is from France whose spouse is an international student. He is from a small town in the south of France. He is a unilingual French speaker. He arrived in Canada in November 2019 and plans to stay in Royalmount long term.

Thomas completed his schooling and acquired his professional experience in France. In France, he completed a bachelor's degree in electronic technical studies with a specialization in electromagnetic compatibility and a master's that would be considered the equivalent of an engineering degree in Canada. He acquired his work experience in a small, medium, and large multinational company prior to arriving in Canada. After university, he worked at a medium-sized telecommunication company prior to joining a large multinational company. At the large multinational company, he was in research and development, and he relished seeing a project through from beginning to end, programming, repairing, and running tests to ensure components of the product functioned as required. He worked there for approximately fifteen years before leaving to work at his small family's ailing business, which supported his parents and siblings.

His family's ailing business was seasonal work in the tourism sector. He enjoyed being a manager and the challenge of finding creative ways to meet client's needs and continually improve customer satisfaction. It took him two years to re-establish the business and he worked there for a total of five years before he and his spouse decided to move to Canada.

Thomas and his spouse had delayed pursuing their dream of moving to Canada for many years due to life circumstances but finally decided to make the move. Prior to submitting their immigration papers, they visited the province of Quebec. They intended to move to Montreal but after visiting Royalmount they decided to settle there because the town offered the amenities of a larger city but had country-like living conditions such as limited traffic and large open spaces.

After his wife obtained an international student visa and he was granted an open work permit, allowing to work for the employer of his choice, they moved to Canada in November 2019. He faced some challenges upon arrival because he was not familiar with the local labour market, salaries for different positions and the salary that would correspond to his education credentials and professional experience.

Prior to being employed at Photons Inc he worked in several positions at several different companies. His first job was as a sales representative at a sporting goods store, his primary responsibilities were to advise clients on products best suited to their needs and budget. He felt underemployed but found the work familiar because of his experience in his family business. To make ends meet he also worked at a medium-sized manufacturer as an assembler, whose primary responsibilities were to take different components, put them together and create either the final product or a part of the final product. He was promoted to manufacturing technician, where he was responsible for working with machinery, setting the machine controls and producing parts of the products. He left the sales position and the manufacturer to work at another medium-sized manufacturer as a technician. However, the work was not challenging, and his superiors were unwilling to change his workload.

Thomas has worked at Photons Inc for approximately 6 months, where he is a product development technician. He programs and runs tests on the company technological products to ensure they meet the clients' needs and intended usage of the product. He enjoys his work because he feels he found that which he missed from his previous position at the French multinational company: challenging and meaningful work and teamwork where everyone is always willing to lend each other a hand. This was his first role at the company.

Benicio, Specialist in Automation in the Engineering Department

Benicio is a temporary foreign worker from a small northeastern Brazilian town with a population of approximately 118,000. Prior to arriving he spoke Portuguese and had a beginner's level of French. He arrived in Canada in July 2019 and plans on staying in the community where Photons Inc is located long term.

Benicio completed his schooling and acquired his professional experience in Brazil. He completed a technical degree in electromechanics and worked for ten years in half a dozen medium and large-sized companies in the oil refinery construction industry. His positions were temporary contracts where he dealt with automation and maintenance. He worked in assembly and installation roles and moved to an engineering consulting role where he was responsible for conceiving how certain pieces would be installed, testing and quality control.

Benicio decided to immigrate to Canada by chance and found the process to be relatively simple. A college friend who was learning French, shared with Benicio a link to a recruitment session in Sao Paulo for Quebec companies recruiting temporary foreign workers with Benicio's profile. Benicio travelled to Sao Paulo to attend the interviews, he was shortlisted, called for interviews, and selected by a company in Royalmount. The company took care of the legal immigration paperwork, and he was provided with an immigration lawyer to help him assemble

all the necessary paperwork for his work visa and his family's visas. The process took approximately eight months and during that time he took additional French lessons online.

He arrived in Canada in 2019 with his wife and two children but had mixed feelings about the support he received upon arrival. His employer hired an external private company to help the family with their arrival, finding housing, acquiring government issued paperwork and with banking. The neighbourhood corresponded to their needs, but their integration presented two challenges. First, upon arrival with his family he found the apartment was not furnished and he had to scramble to buy furniture within his budget. Second, the language barrier presented a challenge for his wife and children. They arrived in July so until his children started school in late August, they did not have opportunities to participate in group activities to socialize with other children, make friends and learn the language. After starting school, they began speaking the language after three or four months. However, the language barrier was more challenging for his wife who experienced isolation and had not prepared a plan for herself in Canada.

Prior to being employed at Photons Inc he worked at a large manufacturer as an electro-mechanic technician, whose primary responsibilities are installing and repairing industrial equipment. Benicio was doing shiftwork, and his hours were difficult to reconcile with having young children. For this reason, he began looking for other opportunities on LinkedIn and came across Photons Inc, where he has worked for seven months. He is a specialist in automation, he programs and tests the equipment manufactured by Photons Inc based on the specifications provided by the research and development department. He enjoys his work because of the laid-back culture, team spirit and the hours that correspond to his family's needs. This was his first role at the company.

General Operations

This section describes, in a general sense, how the organization operates. Using interviews, field notes and artefacts, this section describes the company structure; its vision, mission, and values as characterized by the workers; the physical layout of the company location; and the ways people communicate with one another within the organization.

The Company Structure

The company organization chart places the two founding owners at the top of the chart. One of the founding owners is the President and Chief Executive Offices and the other is Vice-President of Technology. Together they oversee five departments that include: i) product development and engineering, ii) operations, iii) administration, iv) quality and v) commercialization. The company is managed by a board of directors that includes the two founding owners and a third party who is Vice-President of Finances and oversees the administration department. There are a total of nine supervisors across the five departments, the two largest departments, in terms of personnel, are the product development and engineering department and the operations department. Furthermore, there is a very small Human Resource team made up of Daniel, who is also the Director of Research and Development and the Engineering departments and Sofia, the Human Resource Advisor.

The commercialization department has the most positions to be filled, namely account managers in the sales division for North America and Europe. However, according to Sofia, the Human Resources Advisor, the operations department is experiencing the most rapid growth. When asked to describe the company structure and chain of command three patterns emerged whereby the company was described as fast-growing and having a horizontal structure and employee autonomy or role clarity was discussed.

A Fast-Growing Company. A strong pattern discussed by three of the six participants is that Photons Inc is a fast-growing company. Raphaël, the engineering supervisor, explained they are shifting from making sales as opportunities present themselves to proactively targeting specific markets and industries. They are putting into place a five-year strategic business plan and project growing from 90 employees to 300 employees. Daniel, the Director of Research and Development and Engineering described the company as having “wind in its sails” and explained they previously had only a few orders and now they need to use excel spreadsheet to track their sales. During the guided tour Sofia, the Human Resource Advisor, referred to the company as ambitious numerous times. She also pointed out an abandoned dry-erase board previously used to track projects and explained they have moved to digital tracking means due to increased volume of sales.

A Horizontal Structure. When asked to describe the company structure and the chain of command a strong pattern emerged where five of six participants described the organization as having a horizontal structure or alluded to it indirectly. Daniel the Director of Research and Development and Engineering and Raphaël, the engineering supervisor explicitly said they would describe the structure as horizontal. Sofia, the Human Resource Advisor, and Benicio, the specialist in automation, stated they can easily reach out or speak directly with middle and upper management at any time. Phil, the product development specialist, said when he is faced with a problem he speaks directly to colleagues from within and across departments who may help him resolve an issue prior to going to see his supervisor or director.

Role Clarity. A weak pattern that emerged, where two of six participants described challenges in terms of role clarity due to the fast growth of the company and an organization chart where

roles and responsibilities are not always clearly defined. Daniel, the Director of Research and Development and Engineering explained:

“...I wouldn't call it a start-up because we have the product, but everything needs to be built at Photons Inc. So, there are a lot of things that are not, I would say are not clear, they are a bit fuzzy. There is always the question of who is responsible for that? There is always something that falls between two roles, as we say, so who is responsible?”

Raphaël, the engineering supervisor, said it is not always clear who is responsible for certain tasks and the lack of role clarity may be difficult for some workers.

Company Vision, Mission, and Values

According to their website and the interview with Sofia, the Human Resource advisor and Daniel the Director of Research and Development and Engineering, the official mission, vision, and values of the company are focused on weaving together pride in their products, clients and taking pleasure in working as a team. Its mission is to help customers reach their full potential and build a sustainable world with their products.

When participants were asked to name and explain three to four words that they felt best to describe the company, six patterns were identified across the interviews: i) effective communication ii) teamwork, iii) autonomy and challenging work, iv) a familiar, friendly, and laid-back work environment v) commitment in a fast-paced work environment and vi) customized products.

Pattern 1. Effective Communication. A dominant pattern identified by all six participants describes the work environment as having effective communication processes. Daniel the Director of Research and Development and Engineering, Raphaël, the engineering supervisor and Sofia, the Human Resource advisor, described communication as central to how they function and to this end management holds weekly meetings with their team. Sofia explained

that Photons Inc has an open workspace where upper and middle management all work in the same space together. This open-concept design always provides easy access to supervisors and directors.

They hold short weekly team meetings, known as SCRUMS. The directors meet with their entire department in a small-closed office with standing room only, to ensure the meetings are brief and concise. Additional meetings may be scheduled by anyone at any time by booking a room via Teams. Only the two founding owners have closed off spaces, but they are easily accessible according to participants. Phil, the product development specialist, Thomas, the product development technician and Benicio, the specialist in automation, all mentioned the same short frequent meetings in their interviews and their ability to access colleagues from across ranks and departments and/or management to ask for help. This ability to access colleagues and management alluded to the horizontal organizational chart discussed earlier. Furthermore, this culture of communication is regarded as central to promoting teamwork.

Pattern 2. Teamwork. A second dominant pattern, noted by all six participants, is that they work together as a team. Three participants: Benicio, the specialist in automation, said everyone is always ready and willing to lend a hand. Both Phil, the product development specialist, and Thomas, the product development technician, described their colleagues as generous with their time. Sofia, Human Resource advisor, said teamwork is essential to avoid working in silos and inefficiencies. Raphaël, the engineering supervisor, is concerned that as the company grows silos will form but Daniel, the Director of Research and Development said communication will prevent this from happening. He also said teamwork makes the job enjoyable as people work towards personal and common objectives.

Pattern 3. Autonomy and Challenging Work. A strong pattern - identified by five of the six participants across ranks- is having autonomy and the challenging work. As discussed earlier, there are some issues surrounding role clarity due to the fast growth and ongoing development of the organization chart. However, this appears to have been leveraged into a strength and culture where employees are encouraged to take initiative. In addition to Daniels' earlier statement regarding role clarity explained:

“... we need employees who have the reflex to take this type of lead, this type of lead where... leadership to learn, to take responsibility and fill the gap that may exist between certain departments.”

Sofia, the Human Resource advisor, explained that screening for this type of initiative is integrated into the interview process and inculcated in everyday communication strategies within the company. During interviews and in the everyday workplace, candidates and workers are consulted to explain how they would approach and solve a specific problem. She says that the company adopts a “Kaizen” approach to management, which is a Japanese style of management based on the ‘Toyota’ model where all employees across ranks are involved in continual company improvement.

Phil, the product development specialist, and Thomas, the product development technician, said that the challenges they face are an opportunity to be autonomous and innovative. Thomas explained that “... we have a fast-paced work environment in our department, and you have to come up with ideas and solutions”. Raphaël, the engineering supervisor, added that the company is agile and able to quickly to pivot because they are open to employees taking initiative and creating new processes when faced with a challenge.

Pattern 4. A Fun, Familiar and Friendly Work Environment. A second strong pattern, noted by four of the six participants, indicated that there is a fun, familiar and friendly work environment. Raphaël, the engineering supervisor, shared:

“There is a very good atmosphere but very very dynamic. It’s dynamic because of the projects, it has to flow. But it’s very friendly. There is a nice social committee that organizes activities. There are always people sharing. There is someone who makes his own beer at Photons Inc for example. So, every week he brings, he brings a new barrel. There are activities almost every week or other week.”

Sofia, the Human Resource advisor, explained that taking pleasure in where you work is one of the company values and Photons Inc management is interested in investing in the social committee to organize activities for its employees in and out of the workplace. In the workplace, as described by Raphaël, the engineering supervisor, when the workload permits, they offer cocktail-making classes on Thursday afternoons, or finish early and enjoy a happy hour.

Benicio, the specialist in automation, smiled during the interview and said he really enjoyed Friday afternoon happy hour and the chance to talk with colleagues and have some fun. Outside of the workplace, they offer workers and their families, tickets to local University sporting events, they organize apple picking and sugar shack outings. Benicio, the specialist in automation, said social activities create a friendly work atmosphere and facilitates communication across ranks and departments.

Pattern 5. Commitment in a Fast-Paced Work Environment. A third strong pattern—noted by five of the six participants—suggests that workers of Photons Inc work in a fast-paced work environment but are committed to meeting their personal and group objectives. Thomas, the product development technician, said that at times they are faced with a deadline and workers

need to be willing to give a little extra to get the job done. Phil, the product development specialist, explained:

“Sometimes things go fast...like in all companies there are times where there is a bit of a rush, deadlines that arrive. Everyone puts their shoulder to the wheel, and I think that is part of all jobs where the workload is not always 100% constant. Sometimes there is more work to do, and we all help at one level or another. I remember some projects that were more demanding in terms of production and where in the end three-quarters of the building worked on it in their own way to help make it happen. So, it’s because of teamwork, it’s really important.”

Benicio, the specialist in automation, also referred to giving this extra push and hours when needed. He was late to the study interview because he worked extra hours to finalize a product for a client who was coming to test the following day. Raphaël, the engineering supervisor, described the work environment as fast paced and said candidates are made aware of this during the hiring process:

“When we recruit, we explain to them a little where it is we want to head. And the objectives are very attainable, but the bar is set very high, and we do everything we can to reach them. We don’t get bored at Photons Inc.”

Daniel, the Director of Research and Development and Engineering, attributed employee commitment to four factors. Those four factors were: workers' pride in the products they manufacture, pride in the high-profile clientele they serve, the challenging nature of the work and the company culture that promotes communication and teamwork. He said to breed this sense of pride and motivation he takes the time to highlight achievements throughout the year because otherwise, people focus only on the difficulties.

Pattern 6. Customized and Innovative Products. A fourth and final, strong pattern that emerged from four of the six interviews is that Photons Inc provides customized and innovative products. However, for the most part, the four participants who referred to customization did not explicitly use these terms with one exception. Benicio, the specialist in automation, explicitly described the products as being customized. Sofia, the Human Resource advisor, and Raphaël, the engineering supervisor, described the service that they provide as being adapted to the specific needs of each individual client. Furthermore, Phil and Thomas, the product development specialist and technician, described their responsibilities as developing unique and novel programs adapted to the specific needs of their clients.

Physical Layout

This is what a personal tour of the company would look like. The main Photons Inc building is rectangular in shape, with two-floors and sits in an industrial park. Half the building is covered in blue reflective windows while the other half is a hangar with two loading docks. There is a common entrance for all workers and guests alike leading from a paved parking lot that wraps around the building. There are no additional grounds adjacent to the building to expand and why Photons Inc has rented an additional space, that is a hangar less than two kilometers away.

The shared entrance leads to open space offices. Photons Inc originally started with a few offices and shared the building with other businesses. Over the years they expanded and took over leases that were not renewed and partitions to create an open space office. Currently Photons Inc occupy the entire building. On the ground floor the open space offices house sales, marketing, project/account managers, product development specialists and two closed meeting rooms with floor-to-ceiling glass walls and large windows that have a view onto the front of the building. There is a small galley kitchen with charcoal grey cabinets that accommodates a large

fridge, a mini fridge, a microwave, a coffee machine, and a single sink. At the back of the office space, there was an entrance leading to the factory floor. The factory floor occupies two-thirds of the space on the main floor and is divided into five departments: production, assembly, product testing, a laboratory and expedition. The workflow of production appears to flow in a linear fashion until they reach expedition where there is a loading dock. These spaces are quiet and clean without any obstructed passages. There are closets with materials neatly labelled and organized.

On the second floor there was a waiting room, additional open concept offices and a staff lounge. The lounge housed a closet shared by all employees, a seating area, a display of their products and awards won. Two-thirds of the second floor consisted of open-space offices housing three departments: administration, engineering, and research and development, which is the largest department. There are two closed offices assigned to the company heads. The remaining third housed a windowless staff lounge with a fully equipped kitchen. Less than two kilometres away is a second warehouse with two floors. This space is used for production, assembly, storage, and shipping. There are small narrow office spaces on the second floor and a small fully equipped kitchen.

Modes of Communication

Within the company, people communicate using a variety of means. Some are analog and some are digital. There are three analog methods used. First, there were bulletin boards in the staff lounge advertising positions to be filled and committees' employees can join. Second, there were posters scattered throughout the building, some displaying the company mission, vision and values, others were in French English bilingual or French, English and Spanish posters with pictograms describing safety and security equipment, on storage units and cabinets. The third

analog communication method were dry-erase boards in the research and development department, the small conference rooms and larger conference rooms.

There are three digital methods of communication. First, there are televisions located in the spaces. Second, the Teams platform was used for all internal communication amongst employees, and served as an intranet portal of sorts and hosted their email service. Last, they used multiple social media platforms including: Facebook, LinkedIn, YouTube, Twitter, and Instagram. The social media platforms are accessible to the general public, and were used to demonstrate products, share pictures and posts about company professional and social activities.

Onboarding Strategies and Procedures for Immigrants

This section describes the onboarding strategies and processes put into place by the company to integrate workers, including immigrant workers. It describes strategies followed before recruiting begins, the recruiting process, orientation, networking, developmental relationships, access to training, evaluation, and diversity policies. According to Sofia, the Human Resource advisor, onboarding strategies for immigrants is in the process of being developed.

Prior to Recruitment

Preparations prior to the arrival of new workers are currently the same regardless of whether the workers are Canadian-born nationals or immigrant workers, and the process is conducted entirely by Photons Inc. Although they have hired immigrant workers or temporary foreign workers locally (Raphaël, Thomas and Benicio), during the data collection they were recruiting their first temporary foreign worker from abroad.

Recruitment

The company is open to recruiting immigrants and temporary foreign workers regardless of their country of origin. The company worked with a government-funded organization to

recruit its first temporary foreign workers. The organization screened, pre-selected and facilitated one-on-one interviews with potential employees by providing translation services.

Locally the company advertises positions using online platforms such as LinkedIn, Jobillico and Indeed. Online advertisements include the location, the type of contract, salary range, language qualifications and education qualifications as well as some history of the company and its evolution. The advertisement lists benefits such as a competitive salary, health insurance that includes dental insurance, flexible work hours and the possibility to work from home depending on the position, career development, paid holidays during the Christmas break, an opportunity to grow with the company, finding pleasure in coming to work, a collective retirement fund, and parking. A list of role responsibilities and competencies is also provided.

The same process is used to recruit workers in Royalmount regardless of whether they are immigrants or locals. A dominant pattern emerged where all six participants indicated that new workers were largely recruited by word of mouth and referrals from existing workers. It was said the collaborative, laid-back and social work environment lead to satisfied employees becoming ambassadors referring the company to friends, former colleagues, and family. Sofia, the Human Resource advisor, posted 'wanted' posters in the cafeteria indicating positions to be filled and the referral bonus. The other two-thirds of the employees are recruited through online job sites, potential candidates are actively identified and contacted directly by Human Resources via LinkedIn and for higher-level management positions they hire a recruitment agency.

Following this initial contact, Sofia, the Human Resource advisor, calls candidates to validate their interest and screen their previous work experience. Those interested in pursuing the process are invited to a second interview with management, and they are given a short company

tour. An internal debriefing session occurs after the second interview and selected candidates are contacted with an offer. This process was confirmed by all the participants.

Orientation Prior to and Upon Arrival

Photon's Inc has recruited its first temporary foreign worker from abroad. As such, during the data collection period Sofia, The Human Resource advisor was developing an internal process. After recruiting the new workers Sofia sent a welcoming gift and maintained contact on a weekly basis with the new recruit to discuss items such as information about the company, changes that may be occurring, how the new recruit is feeling about the upcoming transition and any concerns and/or needs she may have for herself or her family that will be accompanying her. Sofia also used this as an opportunity for the new recruit to practice French and encourage her spouse to begin learning French. Sofia also helped her new employee find housing.

Company Orientation

The same employee who conducts preliminary integration also conducts the company orientation. Upon arrival at the company, the new workers attend an orientation session with Human Resources and then integrate their work team. The day begins with a company tour and introduction to all existing employees. This includes colleagues within the work team and those across departments. This is followed by a PowerPoint presentation introducing the company, the products, work methods, company policies, employee manual and other Human Resource type documents such as health insurance. Following lunch, the new employee completes safety training and is provided with their work materials and access codes. The last two hours they join their work group, and the director or immediate supervisor takes over the integration process. On the second day the new employee signs their work contract. This process is the same for all employees as confirmed by the description given by all six participants.

Networking

The company organizes activities for employees to socialize, some of which are open to workers while others include workers and their families. Activities open to workers include a Friday afternoon happy hour and activities open to workers and their families include tickets to local university sporting events, apple picking and going to a sugar shack. A strong pattern emerged where four of the six participants expressed appreciation for these activities and saw them as an opportunity to meet colleagues from across departments.

Developmental Relationships

As in the section concerning company culture, a dominant pattern discussed by all six participants emerged concerning teamwork. Teamwork is an integral part of work at Photons Inc and developmental relationships appear to be informal and a product of the work culture.

Thomas, the product development technician, explained:

“It was with the team, I was with someone, it was Phil, who has some serious education credentials and he explained everything to me, he showed me the program and it went really well... it lasted about a month where if I had a problem, I would go see him.”

Benicio, the specialist in automation, said “When I arrived, I don’t remember any more if he was there but the guy who was a sort of mentor, he doesn’t know he is, but I think he was”.

Access to Training

There are three forms of training provided: formal structured training, organizational development, and on-the-job training.

Formal Training. In the company orientation, there is formal training provided in terms of safety and security training for all workers alike and additional training is provided based on needs identified within departments. The employee manual indicated that employees who desire training and if that training aligns with company needs and objectives they will pay for the training in its entirety.

Organizational Learning. Part of the company culture was to engage in group problem-solving to promote organizational development using structured and unstructured methods. Structured organizational development, as explained earlier, is part of the company culture and is a two-way process. Sofia, the Human Resources advisor, explained that Photons Inc. adopts a “Kaizen” approach to management, a Japanese style of management based on the ‘Toyota’ model where all employees across ranks are involved in continual company improvement. Management regularly held meetings with workers from within and across departments from all ranks. The objective was to identify and understand the challenges that interfere with productivity from various perspectives and to elicit from workers potential solutions to those challenges.

On-the-Job Training. In addition to the formal safety and security training and organizational development efforts offered by the company a strong pattern was identified by three of six participants who discussed on-the-job training but there were mixed perceptions. Daniel, Director of Research and Development and Engineering, said that managers adapt to workers’ abilities. Benicio, the specialist in automation, appeared to confirm this when he explained the initial task was simple and after showing that he was able to complete the task he was given a more challenging task. Thomas, the product development technician, associated this with trust as he explained:

“Quebec is very welcoming. In terms of work, we can find work quickly. Once you have made your space and prove that you know what you are doing, even without a degree from Quebec, and once you have people’s trust you can move up very, very, very quickly”.

Evaluation and Feedback

According to the employee manual performance evaluation and feedback are provided monthly by supervisors. Performance is categorized according to traffic light colours (green,

yellow, or red) additional feedback is provided by supervisors informally throughout the month. Furthermore, Photons Inc wants to put into place a formal evaluation after three months but personalize the experience by inviting workers for a walk or lunch.

Diversity and Harassment Policies

Photons Inc describes what to do in case of harassment and has a code of ethics in writing. The employee manual indicated should employees feel they are victims of any type of harassment they should report to a manager or Human Resources. The code of ethics specifies workers should always ask themselves if their actions are legal, honest and to consider how loved ones would react if their behavior became public or printed in a newspaper. Other policies and information were made available through an intra-net portal but were not shared with the researcher.

Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences

This section describes immigrant and non-immigrant workers' perceptions of their workplace and onboarding experiences. Specifically, four issues related to those perceptions: company perks, the advantages, and challenges of hiring immigrant workers, advised proactive behaviours, and areas for improving onboarding.

Company Perks

Six patterns emerged when participants were asked to identify the advantages or aspects that they appreciate about working for the company. One participant, Raphaël the engineering supervisor, summed up the advantages of working for Photons Inc simply as: "the company culture".

Pattern 1. Teamwork and Communication. First, there was a dominant pattern, noted by all six participants, where teamwork and communication were identified as one of the main advantages of working at Photons Inc. Daniel, Director of Research and Development and

Engineering Department, stated that teamwork and communication are the most important advantages. Sofia, the Human Resource advisor, elaborated that these aspects are central to developing a sense of belonging and an inclusive work environment. Phil, the product development specialist, added that what he liked most is the teamwork and the fact that there are no silos in the workplace. Thomas, the product development technician, said he found at Photons Inc what he missed from his job in France which was that sense of teamwork. Benicio, the specialist in automation, referred to the ability to speak to anyone and ask questions saying it was like having a sense of community.

Pattern 2. Challenging and Stimulating Work. There was a strong pattern concerning having work that is challenging and stimulating that was identified by four of the six participants.

Daniel, Director of the Research and Development and Engineering Department, said teamwork, challenging work and contributing to company improvement are key to retaining workers.

Raphaël, the engineering supervisor, alluded to this when he feels a certain sense of pride when he sees the processes he put into place are still used. Thomas, the product development technician, said a major advantage is that his job is stimulating and challenging, and he does not feel bored as was the case in one of his previous positions at previous company. Benicio, the specialist in automation, said he explained with a big smile “I think it’s really the conception from the beginning to the end. What do we need? What are we going to do? How are we going to do it? And then we do it!”

Pattern 3. Good Working Conditions. A second strong pattern emerged where three of the six participants referred to having good working conditions. The definition of good working conditions differed amongst participants and consisted of five factors. First, Photons Inc, according to Sofia, the Human Resource advisor, and Benicio, the specialist in automation, offer

a clean and quiet work environment. Second, the work schedule was identified as being an advantage. Sofia, Benicio and Thomas, the product development technician, expressed appreciation for working a single-day shift and having weekends off. Thomas elaborated:

“In France... salary doesn't even make you dream anymore. It's about quality of life. they offer you 50,000 euros and say do this work but no I want to spend time with my family, have my weekends off and be able to leave early sometimes.”

This related to one of the reasons why Benicio, the specialist in automation, left his previous employer, where he was working nights and struggling to manage his family responsibilities. Third, Benicio and Sofia praised the flexibility in the work schedule. Benicio, the specialist in automation, explained that this flexibility allows workers to attend personal appointments when needed. Fourth, Phil, the product development specialist, appreciated that extra work hours are compensated either financially or with paid time off, depending on individual needs. The employee manual also indicated that certain positions pay overtime salaries. Last, there was the question of salary. Thomas, the product development technician, said he has a good salary and Sofia, the Human Resource advisor, explained that Photons Inc has a profit-sharing model with workers where additional bonuses or compensation are paid based on company sales performance.

Pattern 4. Good Relations with Management and Supervisors. A third strong pattern- discussed by three of six participants- was the importance of having good relations with management and supervisors. Daniel, Director of the Research and Development and Engineering Department, expressed the advantage and importance of directors and supervisors being close to new workers to ensure workers are aligned with company objectives. Sofia,

Human Resource advisor, expressed great admiration for the president describing him as being caring:

“He’s a really good president. He’s very present, he gives us a lot of his time and really listens to us... he’s really a good, good, man.”

Thomas, the product development technician, said workers are well treated in Canada compared to France. He explained:

“What impressed me, and in the beginning made me uncomfortable, was that they would thank me all the time for the work that I do. Well, it’s normal [Thomas would respond]. Well, no, thank you for the work you do, it’s great work that you do. Continue this way [superiors would respond]. There is encouragement and recognition, even a thank you is enough, no need for money, just say thank you for the work you do, they give you other tasks that are a little more interesting. [They ask] What do you want to do here? People are interested in you here. But in France, no.”

Pattern 5. Social Activities. Last, there was a strong pattern concerning having access to social activities in the workplace. Three of six participants said offering social activities was important for different reasons. The three participants were all in middle or upper-management positions. Daniel, the Director of Research and Development and Engineering, said social activities are an important opportunity to network with colleagues from across ranks and departments. This in turn provides them with a better understanding of the different roles and responsibilities across the company. Sofia, the Human Resource advisor, and Raphaël, the engineering supervisor, said the social activities are an opportunity to make the workplace more enjoyable.

Pattern 6. Opportunities for Advancement. Last, there was a weak pattern, where two participants described the company as providing workers with the opportunity for advancement.

Both Daniel, the Director of Research and Development and Engineering and Sofia, the Human Resource advisor, said they are a small company that is evolving and opportunities for career development are also opening. This is shared with potential candidates during the hiring process.

Perceived Attraction Challenge: Salary

A weak pattern emerged, where two of the six participants, referred to salary as one of the main challenges of attracting workers but only for managerial positions. Sofia, the Human Resource advisor, explained that because the company is growing quickly, they have many upper and middle management positions opening. These positions require workers with experience and knowledge of how large companies operate so they may help Photons Inc develop and proactively troubleshoot. However, both Sofia, the Human Resource advisor, and Daniel, the Director of Research and Development and Engineering, said Photons Inc is unable to compete with managerial salaries offered by larger companies in the region. This is why they use the company culture, opportunities for advancement and salary growth over time, as an argument to attract managerial talent and non-managerial. Participants in non-management positions did not express dissatisfaction with their salary and only one expressed satisfaction.

Advice for New Employees to Improve Their Integration

When asked what advice participants would give to an immigrant worker to help integrate into the workplace, many different strategies were offered. Three patterns emerged concerning strategies to improve integration.

First Integration Recommendation: Learn French. First, a strong pattern, discussed by four of the six participants, was to learn French prior to arrival and continue practicing afterwards. Insofar as economic immigrants are concerned there is usually a requirement for them to have some knowledge of the local language. However, when companies are unable to hire existing economic immigrants, as is the case of Photons Inc, they may turn to temporary foreign workers

for whom there is no minimum language proficiency requirement. There is a minimal language proficiency requirement when they apply for permanent residence, which may be done after 24 months in the country and having been gainfully employed for 12 months (MIFI, 2022c).

Moreover, in recent years the Quebec provincial government granted temporary foreign workers access to French language classes provided by the local school boards.

Second Integration Recommendation: There are Benefits to Being Sociable. A second strong pattern, discussed by four of six participants, was that there are advantages to being sociable. Sofia, the Human Resource advisor, Raphaël, the engineering supervisor, Phil, the product development specialist and Thomas, the product development technician, said that new workers should make the effort to be sociable with existing employees and make conversation with them. Sofia, the Human Resource advisor, explained being sociable provides an opportunity for immigrants to practice their French but that some new workers are shy and need a little extra attention to get them talking. Raphaël, the engineering supervisor, said he recognizes that new immigrant workers, especially those who are still learning the language, may be shyer than others and not know how to break the ice with new colleagues. His strategy to break the ice is to poke fun at his own French accent and share with colleagues his culture whether it's food, linguistic differences, and ways of doing things to help build rapport. Moreover, he said it is also important for existing employees to be sociable because this could help new immigrant workers or new temporary foreign workers learn about the local system and how things are done. Both Phil, the product development specialist, and Thomas, the product development technician, emphasized the importance of not being shy and asking questions no matter how small or silly they may think the questions are because their colleagues are there to help.

Third Integration Recommendation: Find Activities to Integrate Into the Community. A

strong pattern emerged where three of six participants discussed the importance of being sociable with locals in the community. Raphaël, the engineering supervisor, explained that although you may be friendly with work colleague's immigrants should try and make friends with locals by participating in community activities. This is echoed by Phil, the product development specialist who comes from a small community in Northern Quebec, said when moving to a small community it is imperative to try and connect with locals. Benicio, the specialist in automation, indirectly alluded to this when he shared the difficulty his wife faced with integration when they arrived because she did not have a personal/professional plan of what she was going to do in Canada and experienced feelings of isolation. Benicio recommended that immigrants arriving with family members plan for their socio-professional integration.

Fourth Integration Recommendation: Be Willing to Learn About the Company, the Job,

and New Ways of Doing Things. A strong pattern, discussed by three of the six participants, was being willing to learn about the job and company. Raphaël, the engineering supervisor, recommended new workers go beyond company introductory presentations to better understand: work processes, why those processes were established, the products, markets they serve, who are the competitors, what is the value added of the products and constraints in terms of production, sales, and personnel. To do so he said new workers should conduct an internet search and speak to employees across departments and ranks. Both Raphaël, the engineering supervisor, and Thomas, the product development technician said new workers should be open to learning new processes and to avoid using past experiences to define or anticipate how things will run in the new company or automatically assume they have a better way of doing things. Benicio, the specialist in automation, indirectly alluded to these recommendations with his observation that

new immigrant workers should be aware that they may face some of the same onboarding challenges in Canada that they experienced back home.

Suggestions for Strengthening Onboarding of Immigrants

Participants were asked to identify what are the most pressing changes that needed to be made to company immigrant onboarding processes and which stakeholders should be involved in making those changes. Participants identified two stakeholders that should be involved in the process: the company and governments at various levels.

There were two patterns concerning company improvement of onboarding. First, a strong pattern emerged discussed by five of the six participants, was the need for additional support and information for existing and new immigrant workers. Participants did not specify what sort of training was required for existing workers, but they expressed awareness that immigrants and temporary foreign workers require support. Daniel, Director of Research and Development and Engineering Department, and Sofia, the Human Resource advisor, said immigrants and temporary foreign workers are dealing with significant life changes and adjustments by moving to a new country and need help integrating. Raphaël, the engineering supervisor, and Thomas, the product development technician, both immigrants discussed the need to learn about the local systems and ways of doing things. Raphaël, explained:

“... what’s very striking when we arrive from France like I did, it’s that we speak French here. So we are under the impression that we are in France but we’re not. The food is different, the banking system is different, there are professional orders... the degrees are different, the bars are different, the stores are different... and I met a lot of people from France who made the same mistake... it’s really misleading, it’s clear that it is very, very different here.”

Raphaël added that a booklet, similar those for tourists, describing the town, the surrounding areas and information about activities, festivals and specific cultural intricacies could be provided. Benicio, the specialist in automation, said he did not know who should be responsible for additional help, but he would have liked some pre-arrival financial planning to acquire household items. He explained:

“In my case it would be to really have a plan much, much earlier... try to minimize your expenses, put money aside so that you can be comfortable when all the changes happen... Anticipate things like expenses...It wasn't the worst, I was able to manage, I started working and we did ok but I don't know how to explain it, think about the state of the family... every year people move and give things away... there are also low price options... so that would help people [immigrants] I think.”

Benicio also explained the importance of having a semi-furnished apartment prepared for immigrants because it was emotionally difficult to arrive with two young children to an empty apartment where there was not even a chair to sit on.

The second company-level improvement, a strong pattern discussed by four of six participants, was concerning the need for a more robust and structured onboarding program. Daniel, Director of Research and Development and Engineering Department, and Sofia, the Human Resource advisor, said they needed access to knowledge concerning immigrant onboarding needs and best practices. Daniel, Raphaël, the engineering supervisor, and Thomas, the product development technician, said they need an onboarding plan that goes beyond the first week on the job and a schedule should be provided prior to workers' first day on the job describing specific training that is tailored to different positions. Raphaël added that ideally new recruits should be onboarded together in groups not individually.

Three patterns emerged concerning the role that needs to be played by local, municipal, and federal governments to improve onboarding of immigrants. First, a strong pattern, discussed by three of the six participants was the need to reduce the length, cost and complexity of immigration. Daniel, the Director of Research and Development and Engineering and Sofia the Human Resource advisor expressed the considerable time investment in recruiting a temporary foreign worker. Thomas, the product development technician, said there is a great deal of misinformation about the immigration rules. He said his family hired a lawyer to help them apply for permanent residence and said wait times are extremely long.

The second government-level improvement, which was a s weak pattern discussed by two of the six participants, was addressing the unique challenges and needs of smaller and more distant communities to attract, integrate, and retain immigrants. Phil, the product development specialist, moved from a small community in Northern Quebec said there is a need to diversify the local economy if they want to slow the depopulation of the region and explained that he and most of his friends left because of the limited local economic conditions of their community. He also expressed concern about the sensationalized media attention on racism. Raphaël, the engineering supervisor said that the regionalization of immigrants is a challenge that goes beyond racism and is a two-way process requiring various challenges to be addressed including diversification of the economy and organizing more social events for people to interact.

The third government-level improvement, which was a s weak pattern discussed by two of the six participants, was the need for the Quebec provincial government to change their attitude towards immigrants. Daniel, the Director of Research and Development and Engineering said the Quebec provincial government needs to make some sort of concession in terms of the number of immigrants they accept into the province. Thomas, the product development

technician, echoed this when he said the Quebec provincial government needed to change its attitude towards immigrants and the federal government. While he agreed automation may help with the shortage, he said workers are needed to operate the machines and immigrants are essential.

There was a strong pattern that emerged concerning a challenge that needed to be addressed but participants had mixed feelings about which stakeholder was responsible. Three of the six participants discussed the challenge of recognition of education credentials and underemployment. Raphaël, whose degree was not recognized by the Order of Engineers said this is a government responsibility. Thomas, the product development technician, experienced underemployment, advised immigrants:

“Prior to coming here, people need to find out what jobs they can do if their profession is regulated or not because be careful. Then the salary they can make but also, they need to realize that they may start below [underemployment], show what they can do, and they can move very quickly.”

Benicio, the specialist in automation, expressed having felt underemployed with his previous employer but did not know who should be responsible for addressing this challenge.

Concluding Thoughts: The Future of the Company

Perspectives concerning the future of the company and immigrant onboarding are unanimously positive. There was a dominant pattern expressed by all six participants that they were optimistic about the future of the company despite certain reservations about maintaining company culture as they grow and the need for a more robust onboarding program. Their onboarding program appeared to be in its early days of development and until recently was the same for immigrant and non-immigrant workers. Some adaptations were being made as they recruited their first temporary foreign worker from abroad and prepared for her arrival.

Furthermore, there is a need to define, adapt, automate, and document onboarding processes beyond the first week to include different paths depending on the position, the type of worker, provide pre-identified training sessions, support existing staff to make it a two-way process and an assessment program to measure the efficacy of their onboarding program and make necessary modifications to it.

Although the onboarding program was in its infancy, participants had positive feelings about company onboarding and immigrant workers alike. All six participants felt the company culture was the strongest asset for onboarding new workers regardless of whether they are locals or immigrants. The three participant immigrant workers spoke positively about the company, the culture and living in Canada. Moreover, all six participants perceived immigrants as having the competencies required for the work.

I was led to believe that Photons Inc was operating with constrained resources, but they had a strong foundation to build on, should they make additional investments and obtain additional support. As discussed in the section describing the organization chart, Photons Inc has limited staff working in Human Resources and they shoulder various responsibilities. Furthermore, they required access to structured information concerning the best practices for onboarding in general and for immigrant workers in particular.

Despite these challenges, the company operations and the onboarding of immigrants may be characterized as generally having a strong foundation to build on. This is due to a strong company culture of communication, and teamwork, offering workers autonomy, providing challenging work, managers that adapt to individual needs and a friendly work environment. In addition, Photons Inc is in a growing and dynamic non-gateway community where residents have access to a diversified economy, an international airport, access to integration services, housing,

public and private education establishments, activities and festivals in the community and an increasing number of ethnic communities.

However, some of the challenges that Photons Inc faced are beyond the company's control. These challenges fell under the power of various levels of government. The challenges included: addressing the worker shortage by increasing immigration into the province, improving the attraction of economic immigrants to their community, and improving the immigration paperwork process and costs associated with the process.

Chapter Eight: Company Four—Monochromatic Inc, a Modern Company

“The entire company was involved in my integration during the first week, two weeks to explain each department. I had a meeting I think with the manager, the person responsible for sales, the boss of my boss, marketing, production, the head of the warehouse... Monochromatic Inc has such as well-defined structure for new workers that are arriving... it’s so nice, it’s so good... everything works through a software, and it is user friendly” (Sergio).

Onboarding was described by a refugee worker Sergio—who arrived in Canada in February 2020. At the time of his arrival, Monochromatic Inc, a manufacturer of high technology products in a non-gateway community in Quebec his employer, had a well-developed onboarding program in general but was still working towards refining the program to meet immigrant and temporary foreign workers' needs. This chapter describes the experience of onboarding immigrant workers at Monochromatic Inc, a manufacturer of high-technology products, from the perspective of seven participants, three non-immigrants and four immigrant employees.

About the Context of Monochromatic Inc

To place the onboarding of immigrant workers into Monochromatic Inc, this chapter first provides the context in which that onboarding occurs. Based on artefacts, collected from the internet (municipal websites, federal and provincial statistics websites, housing websites and company websites), this section begins by describing the community in which Monochromatic Inc is located and operates, and continues by providing background information about the company. To prevent the location and the company from being identified exact references at times are not provided and certain elements about the community and the company were described broadly.

About the Community

Monochromatic Inc is in Fort Saint-Amour, a medium-sized community. This section introduces you to Fort Saint-Amour: first describing facts about the local population—size, demographics, and countries from which immigrants arrive—then describing the local economy and employment opportunities for residents in the region; and closing with a description of organizations serving newcomers, including integration services as well as other major community organizations.

Population, Demographics, and Immigration. Fort Saint-Amour is located in the south-east of Quebec. Founded in the second half of the 17th century, the population of this community is between 150,000 and 200,000 inhabitants, according to Statistics Canada and the Quebec government websites.

Maintaining that population is a growing challenge in Fort Saint-Amour. One challenge faced by Fort Saint-Amour is an aging population. Although Fort Saint-Amour has seen a population increase of 1.4% annually for the last three years, 65% of the population is 50 years and older according to Statistics Canada. A second challenge is attracting immigrants, annually less than 1% of immigrants moving to Quebec move to Fort Saint-Amour. One positive note: 75% of the immigrants who do arrive are proficient in French. The top five countries from which immigrants arrive are: France, Cameroon, Colombia, Morocco, and Algeria.

About the Local Economy and Employment Opportunities. According to the Fort Saint-Amour municipal website they have a diversified economy. According to data on the town's website the largest economic sector is in sales and services, which represents 80% of jobs in the town. A single large employer dominates the town's economy, and the remainder of the administrative region has large construction and manufacturing sectors. According to Statistics

Canada, half of the jobs in the region are in the following industries in order from most positions to least: healthcare, retail, manufacturing, finance and insurance and public administration.

In terms of employment, the services sector represents over three-quarters of jobs in Fort Saint-Amour, according to federal and provincial statistics. The other quarter of jobs is in construction, manufacturing, agriculture, and forestry sector. According to the job site Indeed, as of February 2023, the top five industries that have positions to be filled are retail and wholesale, healthcare, manufacturing, construction and maintenance services and the restaurant and food industry.

For those relocating to Fort Saint-Amour, one challenge may be faced by newcomers: housing. As is the case in the rest of Quebec, housing of any type—especially affordable housing—is scarce according to data on the Quebec Professional Association of Real Estate. Listings for homes for sale have dropped by 14% while the median price of a single-family home has increased by 11% to \$289 500 according to the real estate websites Centris website. Listings for condominiums have decreased by 50% and the median cost has increased by 13% to \$215 500 according to the real estate website Centris. The median rental price of a one-bedroom apartment has remained flat and will cost under \$700 according to the website Zumper. This remains lower compared to Montreal where the median price for a single-family home is \$448, 694, a condominium \$381, 000 (Quebec Professional Association of Real Estate, 2022b) and the rental of a studio apartment is \$1,495 (Zumper, 2022).

Fort Saint-Amour offers a safe environment, it was named one of Canada's safest cities by a reputable Canadian news magazine. The town also won awards for being one of the top Canadian towns to live in and for having a vibrant economy.

About Community Organizations Serving Newcomers. The municipal government website offers information to newcomers in the form of a dozen pdf documents. These PDF documents are in French and describe:

- Geographic information and some historical information
- Quebec values, the Quebec charter of rights and freedoms, examples to illustrate these rights and contact information where you can file a complaint
- The climate, seasons, weather, and appropriate attire
- Local transportation options, getting a driver's license and street signage
- Housing information, a housing contract, electricity, and water, how to be respectful of neighbours and key words when looking for housing.
- The garbage, recycling, and composting system
- How to prevent fires
- Information about grocery stores, sales and food banks
- Health and social services in the community
- The French language and accessing francisation classes
- Schools ranging from daycare to higher education
- Information about local cultural, sports and community activities and centres
- Requirements and support services to enter the job market

There is one non-profit organization that the municipal website names as serving newcomers to the community. Services offered by this organization assist newcomers with airport pick-up, finding and accessing public services, housing, finding employment in the community, and participating in the general community and cultural events and connecting with locals who act as intercultural buddies. Newcomers include international students, immigrants, and temporary

foreign workers, as well as Quebecers, moving into the region and businesses bringing in immigrant workers. This organization also sells services to companies who wish to integrate immigrant workers into the workplace.

In terms of public services, both educational and healthcare institutions serve newcomers, and transportation options once they arrive. The education system in Fort Saint-Amour offers elementary and secondary education in both French and English, though according to provincial law, students must meet strict eligibility requirements of having a parent who was educated in English in Canada to attend English schools. Elementary and secondary schools offer specialized programs such as the Montessori program and a focus on learning additional languages. The community also offers several post-secondary options, including a CÉGEP (an acronym for Collège d'Enseignement général et professionnel that offers grade 12 and the first year of university, as well as vocational and technical programs, similar to colleges elsewhere in Canada and community colleges in the United States), technical colleges and a university in the region.

Educational institutions offer specific services for newcomers. In elementary and secondary schools, those services include francization classes, specialized French classes to learn basic French prior to being integrated into regular classes (MIFI 2022a). Elementary and secondary school is free for all minor children, under the age of 18, Quebec including the children of temporary foreign workers who have a Quebec acceptance certificate (MIFI, 2022a).

The CÉGEP offers information in writing, personalized consultations, and group orientation sessions for incoming international students. The information in writing described:

- Their programs, the application process and eligibility requirements,
- The immigration paperwork and study permit and visas,
- Links to government websites regarding immigration process and documentation,

- Trouble-shooting problems that may arise on a case-by-case basis
- Geographic and economic information about Fort Saint-Amour
- A dictionary describing the origins of French in Quebec and expressions specific to French in Quebec. Public CÉGEP is free for Quebec permanent residents, students from France and the spouse or children of temporary foreign workers with a closed work visa or holders of a post-diploma work visa and fee-based for all other new arrivals in Quebec (Fédération des Cégeps, 2022).

The local University in Fort Saint-Amour offers information in French, English and Spanish. Services for international students include:

- Their programs, the application process and eligibility requirements
- Cost and financial considerations
- Student visas and paperwork
- Finding housing in and around campus
- Arranging airport pick-up
- Information about health insurance and coverage by country
- Information sessions about the school and the community and pairing new international students with existing international students to help with social integration

Universities charge tuition and fees; permanent residents, citizens of Quebec pay the lowest rates; permanent residents and citizens from elsewhere in Canada pay a higher rate, and international students pay the highest rates though students from France and Belgium can attend at local rates (Ministry of Education and Higher Education of Quebec, 2022).

Canada offers a single-payer public healthcare system, which is managed within Quebec by the provincial health ministry. Fort Saint-Amour has several hospitals in the region including

as well as public clinics for non-urgent matters and private medical care centres. Canadian citizens, permanent residents, children under the age of 18 regardless of their immigration status, seasonal temporary foreign workers, and international students whose country of origin has a social security agreement with Quebec have access to the free medical services of the system (Régie de l'Assurance Maladie du Québec, 2020). Temporary foreign workers with a work permit of more than six months are also entitled to free medical services but only after a three-month waiting period (MIFI, 2022b). Those who are eligible for the public health system must register with the government agency Régie de l'assurance maladie and receive a health identification card.

The government provides a public transportation system. The transportation system has over 50 lines that cover residential, commercial, industrial areas and some link Fort Saint-Amour to other urban areas in the region. In addition, there are express buses and special lines that link directly to higher education institutions in the region. Fort Saint-Amour is connected to other places in Quebec and North America through two major highways—both of which are located next to town, there is access to intercity buses, a train station, a ferry connecting the north and south shore.

In terms of religious integration, Fort Saint-Amour has over 20 of places of worship for Christians and one place of worship for Muslims. In addition, the town has general cultural and recreational facilities including swimming pools, nature parks to accommodate summer and winter activities such as kayaking, hiking, skiing, snowshoeing and other outdoor activities, and numerous festivals that usually occur on weekends at various points in the year.

About the Company

Monochromatic Inc produces high-technological products and offers engineering consulting services. The company is in the south-east region of the province—as indicated earlier

and has an approximate annual revenue of \$200 million CAD and employs 350 workers, making it a medium-sized company. They serve an international clientele in various industries including but not limited to the automobile industry, healthcare, security and maintenance and repair. The company is open almost year-round, they close for two weeks during the Christmas holidays during which period employees are paid in addition to their existing vacation. They operate five days a week, Monday through Friday.

Monochromatic Inc was founded by friends in the early 2000s. The company grew steadily and in the mid 2000s they developed an innovative product that created huge demand internationally, as described by Matteo, the production director, hired around that same time.

Matteo said:

“When I started it was on the manufacturing end of the business and we were four, five maybe six people [in that department] ... we were really a small team, but we were producing something like a couple of hundred units annually. Now, we produce something like 2,500 units and they are more complex than they used to be, they perform better but are a lot more complex. So that’s it, slowly but surely the company grew, the volume of sales increased.”

Within ten years, the owners opened multiple offices across Europe and Asia and partnered with a university and research centres. Eventually the owners sold the company to a larger multinational conglomerate with over 20,000 employees and the company was transformed into an independent business unit.

As Matteo, the production director, noted, the company originally began in an old office building before moving into their current more modern building. He describes the old building as:

“Well, the old building had closed cubicles that were brown and grey carpets. It was more of a building from the 80s, 70s or 90s... my experience in the old building was that if we wanted to change the factory floor layout well it was always complicated, we didn't have enough electrical outlets, we had to put in electrical wires, call an electrician to come but they couldn't come right away...”

The company moved to Fort-Saint Amour where they built a new property. This property has approximately 76,000 square feet that sits in an industrial park. It is comprised of a factory floor, open-space offices and a large cafeteria that resembles an auditorium. There is space to expand further, and they have plans to build a second building that mirrors and extends the existing one with the cafeteria/auditorium being the central area.

Under their new large multinational owners, Monochromatic Inc continued to expand and improve existing products and services. They work in a highly competitive market where their products are subject to being copied by other companies globally. The primary source of revenue comes from their high technological products and engineering consulting services through direct sales. As mentioned, clients include large government organizations, private multinational companies, small and medium-sized enterprises in the region, nationally and internationally. Monochromatic Inc also offers its client companies engineering consultancy services. They hold multiple accreditations for their processes from international bodies such as the International Organization Standardization (ISO) certifications and the American Society of mechanical Engineers (ASME).

Participants from Monochromatic Inc.

Seven employees from several departments and at several levels of the organization volunteered to participate in the study. Participants included one department director, two Human Resource representatives one of whom is an immigrant, one team leader and three immigrant workers.

This section profiles each, providing information on the personal, educational, and professional experiences that they identified as foundational to their professional identities. Certain participants asked that details describing their work experience and previous employers not be shared in their profiles. As such, the amount of detail in each profile may differ. Furthermore, to protect the privacy and identity of immigrant participants, additional personal stories of immigration and integration are shared in chapter nine under the heading ‘the emotional journey of immigration and integration’ without naming their pseudonyms.

Matteo, Director of Operations

Matteo is from Royalmount, the neighbouring community where Monochromatic Inc is located. He completed his schooling and acquired his professional experience in Montreal and Royalmount. He completed a CÉGEP (college) degree in industrial engineering in Royalmount and his teachers saw him as being talented in the field and encouraged him to pursue his studies at the École de Technologie Supérieure in Montreal, a university that offers undergraduate and graduate degrees in the field of various fields of engineering that include but is not limited to manufacturing, electrical, construction, mechanical and information technology. He moved to Montreal and completed a bachelor’s degree in mechanical engineering. Matteo acquired his work experience initially in Montreal at a large manufacturing company and a medium-sized recycling company. He decided to move back to his hometown of Royalmount because he was far away from his family and he did not like city living, with a dense population and traffic.

Matteo has worked at Monochromatic Inc for seventeen years, where he is director of operations, he manages the daily activities of the company by overseeing and directing actions across the four departments he manages. Matteo was hired by the company in 2006 into the engineering department where he was responsible for engineering design where he contributed to developing products and providing companies with training. He also worked as a team leader in

the engineering department where he oversaw the projects and managing a small team. At around this time the company developed a product that led the company to grow quickly, and Matteo became responsible for the production and manufacturing of the product. He continued to work his way up through the ranks until he became Director of Operations where he oversees the planning department, production department, logistics and purchasing department.

Matteo's first interaction with immigrants was while in Montreal. He encountered them as school and work colleagues and describes them as having extremely specialized and advanced knowledge of the products and dedication to their work, which inspired Matteo throughout his professional career. In terms of working with immigrant workers in Monochromatic Inc, Matteo is specifically responsible for managing departments where various categories of immigrants' work. The types of immigrants include refugees, economic immigrants, family re-unification and temporary foreign workers.

Élodie, *Human Resource (HR) Business Partner in the Human Resources Department*

Élodie is from Royalmount and grew up there. She describes herself as not having been a great student but always participating in various committees, sports, and social activities. As such, even in her professional life, she feels these activities are key to feeling like you belong to the local community.

Élodie completed her schooling and acquired her professional experience in Royalmount the community in which Monochromatic Inc was originally located. After completing her bachelor's degree in human relations in Royalmount she continued working at a small sports centre as an office coordinator in a swimming school. A year later she was hired by Monochromatic Inc and has worked there for twelve years. Presently, she is a Human Resource Business Partner, where she collaborates with managers from the engineering and operations department where she advises them on how to manage their teams to ensure that the company

continues to grow. This includes the recruitment of temporary foreign workers and coordinating with their immigrant integration partner, the non-profit organization hired by them. This is one of the many roles she has had at Monochromatic Inc over the years, and she says the Human Resource department has grown. When she began there were two people on the team, and she started off as a Human Resource technician where she was responsible for employee payroll and benefits. She moved up to Human Resource advisor where she was responsible for recruiting and interviewing potential candidates. As the company evolved, she moved up across different positions and worked on the onboarding program, company policies and procedures, health, and safety committees to name a few. She enjoys her work because of the challenge her position presents and the company culture.

Élodie says that although she took many courses in CÉGEP and University that related to diversity her first interaction with immigrants was at Monochromatic Inc. At Monochromatic Inc she encountered them as colleagues, she is responsible for managing a team with immigrants, for the hiring of temporary foreign workers and preparing for their arrival.

Maïthée, Human Resource Marketing Specialist and Employee Experience in the Human Resources Department

Maïthée is an economic immigrant from France. She arrived in Canada in 2010 and plans to stay in the community, where Monochromatic Inc is located, long-term. She completed her schooling and acquired her professional experience in France. She completed a bachelor's degree in business administration with a specialization in Marketing in and a master's degree in marketing. Maïthée acquired her work experience in medium and large organizations in France working in the field of Marketing business to business sales.

She immigrated to Canada in 2010. When she arrived, she worked for a recruitment agency. While working there she realized companies focus on branding and marketing to reach

potential clients and build partnerships but not with their own employees. It became clear to her that there was a need for companies to develop strategies to promote employer branding to improve retention. This became particularly evident to her during the Covid-19 pandemic when retention became an issue as employees struggled in the workplace and with juggling multiple responsibilities, particularly women. As such, she began looking for a position that would allow her to marry her marketing expertise with Human Resources and was hired by Monochromatic Inc.

Maïthée has worked at Monochromatic Inc for one year, where she is the HR marketing and employee experience specialist. She is responsible for preparing pre-boarding and onboarding support materials for managers, she conducts company orientation, assesses the onboarding program, and develop strategies and tools to enhance the company's employer branding. To do so she collaborates with the marketing department and enjoys her work because of company culture, the opportunity to uses both her marketing and Human Resource skills and because she finds the work to be challenging and innovative. This was her first role at the company.

Rachel, Logistics and Transportation Manager in the Logistics Department

Rachel is from a village thirty minutes away by car from Fort Saint-Amour.

She completed her schooling and acquired her professional experience in Royalmount. She completed two CÉGEP (college) degrees, one in languages and translation and a second in logistics and transportation. She speaks fluently in French and English and has a working knowledge of Spanish and German. After completing her CÉGEP (college) degree Rachel worked for eight years in two different transportation companies that were medium-sized organizations with approximately 100 employees. She worked in the logistics department. She describes the working conditions as difficult because they were open year-round, 24 hours a day

and employees worked on a seven-day on and seven-day off rotation. Although initially, she enjoyed the seven-day rotation and the flexibility it provided, eventually it became very tiring, and she started looking for a new job.

Rachel has worked at Monochromatic Inc for ten years; she is a logistics and transportation manager and is responsible for integrating new members into the team. She also is responsible for more complex shipping projects ensuring that the company is compliant with international export laws, customs, and trade agreements. This was her third role at the company. In her prior roles, Rachel worked as a logistics agent and technician, which resembled her current role but dealt with less complex shipping projects. She enjoys her work because of the company culture and the working conditions, which she says offer her a good quality of life.

Rachel's first interaction with immigrants was at Monochromatic Inc. During her CÉGEP (college) years and while working for the transportation companies her student and professional colleagues were all locals. Her opportunity to interact regularly with immigrant workers began at Monochromatic Inc where people from a variety of countries are employed. This diversity has grown over the ten years she has worked there and gives her the opportunity to practice her Spanish. In terms of working with immigrant workers in Monochromatic Inc, Rachel is specifically responsible for job orientation and acts as a sort of buddy for new colleagues in her department, some of whom are immigrants.

Gabriella, Logistics, Transportation, and Customs Compliance Technician in the Logistics Department

Gabriella is an immigrant who arrived originally as an international student from Colombia where she lived in a large city. Prior to arriving, she spoke fluently in Spanish and English and had a beginner's level of French. She arrived in Canada in August 2018 and plans to stay in the community long term.

Gabriella completed her schooling in Colombia and Royalmount and acquired her professional experience in Colombia. In Colombia, she completed a bachelor's degree in commerce with a specialization in customs and in Royalmount a master's in business and administration. She acquired her work experience in two Colombian companies, one was a large company and the second was a small family-owned company. In both her jobs she dealt with logistics.

Gabriella immigrated to Canada because her sister was already living there. She described the process as very easy. Prior to applying for immigration, she had begun studying French and said she was lucky because the paperwork for an international student was not complex and her sister, who was already fluent in French, helped her understand the local system.

Prior to being employed at Monochromatic Inc, she worked as a salesclerk in a retail store and a bakery. Her primary responsibilities were to greet customers, answer their questions, help locate products, monitor inventory, and ring up items for customers. She worked there as a student and after completing her master's in business and administration she began looking for a job in her field.

Gabriella has worked at Monochromatic Inc for one year, where she is a logistics and transportation and customs compliance technician. She is responsible for shipping company products to international clients ensuring the company respects international trade agreements and export/import laws. She enjoys her work because of the company culture which she describes as vibrant, open to diversity and providing employees with opportunities to grow. This was her first role at the company.

Sergio, Logistics and Transportation Technician in the Logistics Department

Sergio is a refugee from a large Colombian city that has a population of over seven million people. Prior to arriving in Canada, he was fluently bilingual in Spanish and English and now speaks French. He arrived in Canada in December 2019 and plans to stay in the community, where Monochromatic Inc is located, long term. Sergio completed his schooling and acquired his professional experience in Colombia. He completed a bachelor's degree in economics and during this time he traveled to England as an exchange student to learn English. Sergio acquired his work experience in logistics working for two large multinational companies and his own start-up. Sergio described the hiring process at the two large multinationals as complex and requiring candidates to go through multiple interviews and pass multiple assessments prior to being hired. He said overall, he and his wife had good working conditions with a good salary.

Sergio arrived in Canada with his wife and three kids in December 2019 as a refugee. Sergio and his family went to live with his aunt and her family, who had been in Canada already for over a decade, in Fort-Saint Amour. They were ten people living under one roof and he wanted to find a job and housing but within two months of their arrival, the country went into Covid-19 pandemic lockdowns delaying their ability to integrate socio-economically. Sergio spent his first six months in Canada without work, which he found particularly difficult.

In June 2020 Sergio found a job in the agriculture sector, an experience he called a time of 'personal growth' and a 'school'. He worked the night shift doing manual labour, which was physically demanding. A few months later he obtained a promotion with a pay raise and the opportunity to work the day shift from 6 a.m. to 4 p.m. allowing him to attend French classes in the evenings. However, he had few opportunities to practice French in the workplace because employees were encouraged to remain focused on their work. To compensate for this Sergio

began practicing his French in the community, when he went out to the grocery store or other places where he tried to introduce himself and make small talk in French.

To improve his professional trajectory Sergio accepted a job as a technician setting up internet cables and took a pay cut. In this position, his supervisor helped him learn French something he appreciated. However, supporting a large family on a small salary was challenging and soon afterwards he began applying online for jobs in his field. He received numerous calls for telephone, zoom and in-person interviews. Some interviewers he describes as rough, not open to hiring someone with his level of French proficiency and not willing to recognize his experience from Colombia. However, there were companies where Human Resources took the time to get to know him, his experience from Colombia, his immigration story, and his employment trajectory in Canada. What surprised Sergio is that, unlike his hiring experiences in Colombia, companies in Canada interested in his profile made him a job offer after a single telephone interview.

Sergio has worked at Monochromatic Inc for four months, as a logistics and transportation agent. He is responsible for shipping company products to international clients ensuring the company is compliant with international trade agreements and customs regulations. He enjoys his work because it is in his field of expertise, it provides him with a stable and good quality of life, he is impressed with the company's products, the building and culture. This was his first role at the company.

Alessandro, Logistics and Transportation Technician in the Logistics Department

Alessandro is from Mexico and came to Canada with his Canadian wife. He comes from a small city that he says resembles Royalmount where he currently lives. Prior to arriving in Canada, he was fluently bilingual in Spanish and English and now speaks in French. He arrived in Canada in 2010 and plans to stay in the community long-term.

Alessandro completed his schooling in Mexico and acquired his professional experience in Mexico and the United States. He completed a bachelor's degree in international commerce. He met his Canadian wife in university, while she was on exchange in Mexico. After his studies, he worked for the federal government in local economic development and later was offered a government position in Albuquerque, New Mexico. The couple moved and worked there for eight years before moving to Canada to be closer to his wife's family. Prior to their arrival in Canada in 2010, Alessandro began taking French classes.

The transition into life in Canada was not easy for Alessandro. They arrived with two children, a newborn and a five-year-old. His wife went to work, and he took care of the children while taking French courses. He felt like his life was put on hold while he tried to enter a new routine. Alessandro applied to many jobs but said employers seemed concerned about hiring an immigrant or felt distrust of foreigners. Based on his experience in New Mexico, Alessandro believed that economic integration would be the key to social integration and so he persevered and accepted a job as a cook in a local restaurant where he worked for two years where he was responsible for cooking, cleaning, and stocking shelves. This gave him a sense of responsibility and belonging in the community and helped him learn to speak in French. In parallel, he worked as a Spanish teacher part-time, and he continued applying for jobs in his field but was turned away because employers said he lacked pertinent Canadian work experience.

Finally, Alessandro found a logistics position at a large international transportation company. He stayed there for six years and enjoyed his work team, but his working conditions were very difficult. He worked 12-hour shifts, dealt with different time zones, which meant he often received phone calls late at night or early in the morning and he was left with little time to spend with his family. In addition, there were no opportunities for advancement.

Alessandro has worked at Monochromatic Inc for three years. He is a logistics and transportation technician, where he is responsible for shipping company products to international clients ensuring the company is compliant with international trade agreements and customs regulations. He enjoys his work because of the challenging nature, the good quality of life and the company culture. This was his second role at the company. In his prior roles, he was a logistics agent, and his responsibilities were comparable to his present position, but he was a junior team member.

General Operations

This section describes, in a general sense, how the organization operates. Using interviews, field notes and artefacts, this section describes the company structure; its vision, mission, and values as characterized by the workers; the physical layout of the company location; and the ways people communicate with one another within the organization.

The Company Structure

The company organization chart appears to indicate that Monochromatic Inc is a mature company in terms of the organization of employees, roles, and responsibilities. The company head is a Chief Executive Officer who oversees nine departments that are described as business units and headed by vice presidents. The nine business units are: i) finance, ii) international sales, iii) marketing and product management, iv) innovation and technology, v) operations, vi) customer service, vii) engineering service, viii) Human Resources and Culture and ix) Information Technology.

A Horizontal Structure. When asked to describe the company structure and the chain of command a dominant pattern emerged where all seven participants described the organization as having a horizontal structure or alluded to it indirectly. Élodie, the HR business partner, explicitly described the structure as horizontal. The other six participants, Matteo, the

production director, Maïthée, the HR marketing specialist, Rachel the logistics manager, Gabriella, Sergio and Alessandro, the logistics technicians, all alluded to it indirectly as they explained that management and colleagues are always easily accessible to help with work-related or personal problem. Matteo, the production director said workers generally do not even need a meeting to go see a superior within and across departments:

“I would say accessibility and availability. My door is always open. If a worker from the production department wants to come and chat with me, well I would say, come, welcome. Now if he comes four or five times then I would say ok let's take a meeting. But I would say that if there is something not working, or someone is uncomfortable about something I think management is accessible and we really try to listen to people and respect them.”

Company Vision, Mission, and Values

According to the website and the interview with Matteo, the production director, the official mission, vision, and values of the company are focused on driving innovation for its clients by a team of determined and passionate workers. Its mission is to provide customers with cutting-edge products that improve productivity through the expertise, passion, and determination of its workers. According to management, company values were selected employees and for each value they identified specific behaviours that reflect those values. The behaviours are then used as a reference point during the recruitment process to ensure candidates' values dovetail with those of the company.

When participants were asked to name and explain three to four words that they felt best to describe the company, five patterns were identified across the interviews that appeared to be inter-connected: i) innovative products and processes ii) employee well-being and communication iii) solution-oriented and teamwork iv) a learning environment and v) a fast-paced work environment.

Pattern 1. Innovative Products and Processes. A dominant pattern identified by all seven participants was to describe the company as innovative in two ways: its products and processes. Matteo, the production director, said they are constantly developing and launching new products and that workers are proud of this and of the reputable international clientele they serve. During the interviews, each of the employees spoke with a smile and a look of pride when they discussed the company products. Six of the seven participants used the words “innovative products” when asked to describe the company in a few words and one referred to it as energetic and dynamic because they said there is always something new being developed.

All seven participants also described company processes as innovative or some variation of this term to describe the work environment. Gabriella, the logistics technician, described the work environment as agile, with workers having a young mind-set and being encouraged to think differently. Maïthée, the HR marketing specialist, explained that innovation means the company is open-minded because they are willing to hire people with all sorts of different profiles, backgrounds and walks of life. She along with Rachel the logistics manager and Sergio the logistics technician, also pointed out that management at Monochromatic Inc trusts its employees, has confidence in them to make decisions and to take initiative. Maïthée emphasized that workers are permitted to make mistakes:

“...it means you can ask as many questions as you want... you are judged on your results, on the objectives you were set and not how much time you spent at the office...[but] if ever you are unable to meet a deadline, or an objective at least show us that you tried. Sometimes there are objectives that cannot be reached. When the pandemic happened there were things that simply did not work anymore.”

Furthermore, she says that managers receive a great deal of coaching from Human Resources and leadership training to ensure they are equipped to motivate and re-direct workers who are struggling.

Pattern 2. Employee Well-Being and Communication. A second dominant pattern noted by all seven participants is that the company nurtures employee well-being and encourages employees to communicate with management when there is a problem at either the professional or the personal level. Matteo, production director, commented at the outset of the interview that he will be taking a day off and notes that “It’s good for the morale, and for your mental health. It’s important, sometimes to let yourself do things like that [take a day off], things that are a little wild.” Élodie, the HR business partner, discussed how managers are encouraged to check in on workers who are very ill, on leave or going through a difficult period in their lives just to see if they are doing all right and if they need anything. Maïthée, the HR marketing specialist, explained that during orientation she discusses well-being:

“... so, you are part of the group of people who want to show that can do it, you want to deliver the merchandise. But I tell them to manage that passion... because in a year you can become burnt out... you are the type of people who will pressure on yourselves... so be passionate at Monochromatic Inc but also be passionate in your family life, socially, personally. It means find a balance because it is not the company that will put pressure on you, you will do that on your own because you are passionate people.”

Maïthée, the HR marketing specialist, explained that employee well-being is at the heart of their message, and they offer support to this end. Support and services include access to mental health webinars, sports activities, a gym, support to stop smoking and social activities. Likewise, employees are encouraged not to take their work home.

This is echoed in the other participants' interviews. Rachel, the logistics manager, described the management team as very human and caring about workers' well-being. Sergio, the logistics technician, shared that when he is ill management is understanding and do not pressure him to return. Similarly, Alessandro, a logistics technician, spoke about taking a leave of absence when his mother was ill, and management did not put pressure him to return quickly. Gabriella, a logistics technician, referred to well-being in terms of the workload and said if you are struggling management will help you prioritize or re-shuffle your workload to ensure you are able to keep up. Management noted it is incumbent upon workers to voice a problem when it comes up, or that they are dissatisfied because if management is unaware of a problem, they cannot address it and the problem with fester and grow.

Pattern 3. Solution-Oriented and Teamwork. A strong pattern—noted by six of the seven participants- suggested that being solution-oriented and working as a team is part of the company culture. All participants across ranks said is important to be solution oriented. Maïthée, the HR marketing specialist, explained that workers may make an error or even fail but they must demonstrate they tried to resolve the issue by signalling to colleagues and superiors there is a problem and brainstorming how to resolve it. Alessandro, a logistics technician, explicitly said part of the company culture is to be solution-oriented and that his colleagues and superiors are warm, welcoming, and always willing to lend a hand. Gabriella, the logistics technician, said management at Monochromatic Inc encourages employees to think differently and to find solutions and when in need management is easily accessible.

Pattern 4. A Learning Environment and Autonomy. A second strong pattern, noted by five of the seven participants, was that Monochromatic Inc offers a learning environment and encourages autonomy. Both Alessandro and Sergio, the logistics technicians, said the workplace

is exciting because there is something new to learn every day. Sergio added that as he learned and developed new knowledge and skills, he grew more autonomous. Gabriella, the logistics technician, echoed this when she explained that superiors re-direct her to the person who could help her when she faces a challenge.

Pattern 5. A Fast-Paced Work Environment. A third strong pattern, noted by five of the seven participants, was that the work environment can be very fast paced. Alessandro, a logistics technician, said that the work environment is fast paced, while Sergio, the logistics technician, said people who are not proactive will not thrive. While Maïthée, the HR marketing specialist, explained:

“Things move fast here, at 100km/hr... it’s an environment that may destabilize some people. If someone likes things to move slowly and smoothly, sort of square, he might be unhappy because things move quickly here. It’s not that he is less good, it’s just that he won’t be happy”.

Élodie, the HR business partner, compared the company culture to a wave. She said there are many activities and people either get on the wave or they coast next to it but those who choose to coast never really become attached or integrated into the company.

Physical Layout

This is what a personal tour of the company would look like. The rectangular two-floor building with windows all along the second floor and parts of the first floor sits in an industrial park for technological companies. On the far left there is a single entrance shared by workers and guests alike. In front of the building is a large, paved parking lot with signs indicating assigned parking places for vehicles used to carpool, people with decreased mobility and charging stations for electric vehicles. In addition, there are signs for emergency meeting points.

Next to the entrance there is a shelter with bike corrals. Additional grounds are adjacent to the building, permitting owners to make new additions if necessary.

The entrance leads to an open-concept hallway that is bright and airy, lit with natural lighting from the windows that span from the floor to the ceiling on the second floor and ceiling lights. Upon entry directly to the left is a locker room shared by the entire staff across ranks and departments. Straight ahead is a wide black staircase with a metal handrail and glass balustrade leading to the second floor where there is a reception desk, open spaced offices, meeting rooms with glass walls and a staff lounge shared by all employees across ranks and departments. The staff lounge had a bar area, an open concept kitchen with nearly a dozen microwaves or mini ovens, three sinks and large glass refrigerators. The dining area resembles an atrium where full staff meetings can be held and in the center is a projector that may be hooked up to a computer. There is an outdoor deck with picnic tables and a wooded area used for Yoga and other sports activities organized by employees. There are two adjacent rooms: one equipped with foosball tables and hockey tables and a second with a fully equipped gym. The factory floor is on the main floor, it is a clean and quiet space where workers have their own workstations but move freely to get the materials and tools, they need to assemble the machines manufactured.

Modes of Communication

Within the company, people communicate using a variety of means. Some are analog and some are digital. Three analog methods used are: bulletin boards, dry erase boards, posters, signs and decals on the walls and doors. First, there is a bulletin board in the staff lounge with pictures of company events, social activities and committees' employees may join. Scattered around the building are walls that double as dry erase boards used to post pictures of new incoming employees, their department, position, name and start date. Third, as mentioned there

are posters, signs and decals throughout the property indicating where to find different departments, amenities and safety and security equipment to be worn.

There are three digital methods of communication that include: television screens, a company intranet portal, and multiple social media platforms. First, there are television screens in the conference rooms. Second, there is a company intranet portal housing all policies, procedures, manuals, training, employee pay portal and email platform. Last, the company has multiple social media platforms that include: a blog, Facebook, LinkedIn, YouTube, Instagram, and Twitter. The social media platforms provide information about the company, history, products, social events, community outreach programs, awards they have won, job opportunities, employee testimonials.

Onboarding Strategies and Procedures for Immigrants

This section describes the onboarding strategies and processes put into place by the company to integrate workers, including immigrant workers. It describes strategies followed before recruiting begins, the recruiting process, orientation, networking, developmental relationships, access to training, evaluation, and diversity policies. According to Matteo the production director, Élodie the HR business partner, and Maïthée the HR marketing specialist, onboarding strategies are the same for all workers regardless of whether they are immigrants or locals. Élodie and Maïthée the HR marketing specialist, oversee the development and implementation of the onboarding program. The onboarding process is a three-phased process: prior to recruitment, recruitment, orientation, and assessment.

Prior to Recruitment

Preparations prior to hiring any type of worker of worker is conducted by Monochromatic Inc. The types of preparation are:

- An annual budget meeting to determine positions to be filled and target dates for hiring based on previously submitted requests from individual departments.
- Upon approval, Human Resources hiring teams are assigned for each department and they communicate with department heads to understand the profiles and qualifications required and prepare the job description.
- Prior to recruiting externally potential internal applicants are considered.

Monochromatic Inc has built partnerships with a government-funded organization to recruit temporary foreign workers and another organization to help with community integration.

Recruitment

Locally, job offers are posted across their social media platforms, their website, the job search platform Indeed, JobIllico and occasionally they hire a recruitment agency to help fill certain positions. Online job platform advertisements include:

- The role and responsibilities
- The type of technology candidates will work with
- Company benefits: a competitive salary, a retirement fund, a competitive vacation policy, employee and family assistance programs, a flexible work schedule and access to telemedicine.
- Description of the immediate supervisor and how that supervisor will help integrate the new team member team.
- Advice how new candidates can facilitate their own integration
- Information about the company and its parent company
- Perks associated with the facilities (location, parking, gym and so on).

They recruit temporary foreign workers from France and Brazil because that is where the government-funded partner organization has organized recruitment missions. Positions filled by

temporary foreign workers require a CÉGEP (college) degree and are for the engineering design consulting department. The government-funded agency advertises, pre-selects and screens candidates for Monochromatic Inc. Candidates are evaluated based on:

- Mobility: are they willing and able to travel
- Performance on a job preview activity assessing soft and hard skills
- Motives for coming to Canada
- Knowledge about the local work culture

In terms of suitability, the company looks for candidates whose values reflect company values. Élodie, the HR business partner, observed that account managers and junior positions are easier to fill, and higher management positions requiring experience are harder to fill. She attributed this to the fierce competition they face in terms of salary from other large companies in the area.

Community Orientation Upon Arrival

The external organization hired to help temporary foreign workers find housing is also responsible for community orientation and basic social integration. Although Élodie, the HR business partner, would like to do it internally she said the time demands are beyond what the company is able to provide, and they are considering hiring staff to take on that responsibility internally. She also noted that the company they hire to help community orientation offers a one-size fits all, integration service but different temporary foreign workers come with different needs.

Prior to their first day on the job, employees receive paperwork to fill out so that on the first day they may focus on workplace orientation and job orientation. Internally, existing workers are informed of newly incoming workers. They are informed of the new recruits' name, department, position and start date. In addition, there is a poster hanging in the main hallway on the second floor where offices are located, with this information and a picture of the new recruit.

Company Orientation

One employee is responsible for recruiting and managing the temporary foreign workers pre-arrival and another employee is responsible for company orientation. All seven participants confirmed that locals and immigrants with local work experience are provided with the same structured workplace and job orientation process.

New employees, ranks and departments are grouped together for the same orientation session. The orientation session consists of reviewing the company's history, and products and special emphasis is placed on the values. Time is taken to explain that everyone in the room was selected because their values align with those of the company. The employee responsible for orientation then goes over the values and discusses the types of behaviours that are associated with each of the values to ensure new employees understand that communication with colleagues and supervisors will be central to their success and well-being.

New employees are then sent to have lunch with their new work team. Lunch is paid for by the company and employees are encouraged to get to know one another on a personal level. After lunch with their new colleagues, new employees accompany their team to their respective department where the supervisor and colleagues provide job orientation and training. The company offers an online learning platform with training modules. The training module platform was in the process of being developed and they were working on mapping and creating a pre-identified list of training modules for employees across ranks and departments.

Networking

The company organizes a variety of activities for employees to socialize that are open to all workers. There are activities that include but are not limited to: group and individual workout activities, training for a marathon and a happy hour every other Thursday. Activities or events are open to all workers and their families include apple picking, a luncheon with Santa for

workers with children, and going to a sugar shack. In addition, there are committees that work on projects including but not limited to: social activities, promoting the company in universities, CÉGEPs (colleges) and among university student organizations, science learning outreach programs in high schools, and contributing to student science competitions, organizing the celebrations for the launch of a new product or company milestone anniversaries. There was one challenge associated with networking according to this group of participants: the pandemic. A strong pattern emerged where four of seven participants said the Covid-19 pandemic had an impact on the company's ability to organize social activities.

Developmental Relationships

Every new recruit is assigned a buddy. According to internal documents intended to structure the onboarding process and guide supervisors in their role of onboarding new workers, they are responsible for identifying an experienced volunteer to act as a buddy for new incoming workers. Those buddies are there to help the new worker become familiar with the work tools, work processes and answer new employee questions. A strong pattern emerged concerning the buddy system that is put into place, discussed by four of seven participants.

Access to Training

There are five forms of training that are provided at the company: formal training, organization development, on-the-job training, academic training, and other training.

Formal Training. There is one standard formal training that is provided to all workers across departments and ranks: the orientation session. This session introduces the company's history, products, mission, vision, and values. All other trainings are customized to specific positions and as mentioned earlier there are training modules, but some are still in the process of being developed. Workers are expected to keep up with information in their portal concerning new training that is released and that is mandatory by the mother company that owns Monochromatic

Inc. In addition, management and supervisors receive leadership training on how to motivate workers, provide effective on-the-job training, feedback, and conflict resolution. Leadership trainings are organized by Human Resources and external organizations are also hired.

Organizational Learning. As discussed earlier, the company has numerous working committees responsible for social activities, sports activities, outreach activities within the community and schools and contributing to developing and promoting the company's employer branding. All employees are welcome to join as many or few committees as they wish and there are no restrictions as to who may participate in which committee.

A strong pattern emerged concerning the many activities and committees the company has to offer. All seven participants said active involvement in the activities and committees are important for workplace integration. However, two participants noted being involved in too many activities may lead to being burnt out and/or interfering with workers' ability to focus on their primary responsibilities thus impacting their efficiency.

On-the-Job Training. Despite these formal training and organization development efforts offered by the company a strong pattern was identified where five of seven participants speak about how on-the-job training is well structured and tools are made accessible for workers to succeed. Matteo, production director, explained that in addition to supervisors and colleagues always being available to guide workers and answer questions the company provides videos of how to assemble the different products which workers can consult at any time. Moreover, the logistics team discussed how they have foundational knowledge and experience for their position but nevertheless work as a team. The company deals with an international market and every country has its own import and export regulations and trade agreements with Canada. As such, workers are expected to be autonomous and do the research needed but they communicate

regularly with their colleagues and superiors about their project and the team is always available to help troubleshoot or point them in the right direction.

Furthermore, managers and supervisors are given specific instructions about the first assignment they give to a new worker. According to internal documents used to structure the onboarding process and guide supervisors, the first task they assigned should:

- Be relatively simple
- Identify clear objectives and performance expectations
- Provide the tools required to complete the task

Academic and Other Training. In addition, to offering workers with access to formal structured training, organization development type training and on-the-job training workers are also offered the opportunity for additional academic training. Gabriella, the logistics technician, noted that workers who wish to return to school may do so and that Monochromatic Inc is willing to compensate them for this time. Compensation may include paid time off to attend courses or they are able to bank the additional time for paid vacation. Job postings on the company website also include that they provide continued professional development and access to education and training.

Monochromatic Inc is also open to offering workers other forms of training that are adapted to the specific needs of its workers. An example of this is language training. Gabriella and Sergio, the logistics technicians, spoke about the desire to improve their French proficiency but were no longer eligible for government-funded francization classes. They addressed this with management and management offered to subsidize private French conversation classes. This was confirmed by participants in a management position.

Evaluation and Feedback

Performance evaluation and feedback by supervisors are a mix of informal and formal assessments. Workers are formally evaluated during the hiring process, within the first month, after three months and then annually by their supervisors. They receive informal feedback from supervisors regularly, particularly when they are first hired.

- During the hiring process, the interviewers assess candidates' work ethic and values to ensure they are reflective of company values.
- Prior to arrival, Human Resources analyses temporary foreign workers' education and experience as it pertains to the type of tasks that are done in the company to determine employees' pay scale. Foreign education and professional experience are recognized if the degree does not require recognition from a professional order.
- During the first week after completing orientation with the Human Resources team the supervisor is expected to meet with the new worker formally to discuss
 - Monochromatic Inc's strategic plan
 - The organisation chart
 - The department's goals and challenges
 - The position: specific challenges, expectations, short-term projects, and long-term projects
- During the first month, the supervisor sets a meeting with the new workers to collaboratively identify their objectives and performance criteria and enter them into the portal. The supervisors are also expected to set regular one on-one meetings with the worker during the first month to discuss:
 - Projects that are being worked on
 - Any training needs

- Tools that may help the employee become their best self and meet their own personal goals.
- After three months supervisors meet formally with the new worker to discuss integration. The format of this meeting focuses on workers' experiences and the new worker is asked to share:
 - how they feel about their work,
 - specific challenges they are facing and
 - their level of satisfaction with the integration process.

If there are issues with the integration process supervisors are required to correct the situation. Furthermore, at this meeting, the supervisors and the new worker discuss the worker's profile and potential career development options.

Awareness and Understanding of Performance Criteria. During the first month, as mentioned above, supervisors meet with the new worker one-on-one to identify collaboratively the worker's objectives and evaluation criteria. As such, evaluation criteria will vary from one worker to another and are based on departmental objectives. Examples of the objectives and evaluation criteria were not provided to the researcher.

Diversity and Harassment Policies

Monochromatic Inc has an equity, diversity, and inclusion policy in writing as required by Quebec law. The policy was not made available to the researcher, but all the participants described a culture of respect and diversity within the company. Matteo, production director, said respect in general is essential to the functioning of the company. Élodie, the HR business partner, described the company's diversity, equity and inclusion policy as being written in broad terms and does not target any specific group of individuals. Élodie the HR business partner and Maïthée the HR marketing specialist, described how the company is open to all candidates

regardless of their personal or professional background. Alessandro, a logistics technician, echoed this when he says:

“When I arrived at Monochromatic Inc, I found Mexican friends [colleagues] who still work here. Monochromatic Inc has always been open to immigrants, this is not recent, it has been a long time, since always they have been open to immigration and any new people.”

Rachel, the logistics manager, said that the company always consisted of a diverse group of workers but that over the years she saw an increase in diversity in its employees and saw it as a positive thing. Gabriella, Sergio and Alessandro, the logistics technicians, spoke about how they felt being multilingual and having a different cultural background was seen as an asset within the company.

Assessment of the Onboarding Process

Monochromatic Inc assesses the employee onboarding experience. This is done through questionnaires with open and closed-ended questions directed at the new employees and existing employees who are involved in the process. The questionnaires are distributed to workers when they reach their third month. The objective is to ensure that all stakeholder's needs are met and to make adjustments to the process accordingly. Furthermore, as mentioned earlier, supervisors are responsible for identifying onboarding challenges during regular one-on-one meetings and correct any issues that may arise.

Challenge 1 of Onboarding: Mapping Out and Customizing the Process. A strong pattern emerged where all three management participants felt there is a need to carefully map and customize the onboarding processes. They wished to identify the specific steps, who is responsible for them, and the tools that are used and needed. This map may also be used to identify which steps may occur concurrently. Maïthée, the HR marketing specialist, signalled

that most of the areas requiring improvement are due to a lack of automation in the system.

Management also noted that different workers may have different integration support needs and they would like more insight into the major trends of what those needs are.

Challenge 2 of Onboarding: Specific Context of the Position. A strong pattern emerged, where all three management participants felt that the challenge of onboarding workers is not relative to their status as locals, immigrants, or temporary foreign workers but rather related to the nature of the job they will be doing. Matteo the production director, Élodie the HR business partner, and Maïthée the HR marketing specialist, said onboarding in specific positions is inherently more difficult than others due to the nature and the context of the work. They referred to one such position in the engineering consulting department. Five specific challenges in total were associated with this position. First, the position only requires a Diplôme d'Étude Collegial (college diploma) and most who have that diploma pursue a university engineering degree, which means they are not interested in the position. Second, employees must travel to where clients are located and stay there, in some cases, for extended periods of time which may be difficult, for those who have spouses and/or children. Third, employees may work on a product they are not interested in. Fourth, employees have fewer interactions with their managers and become disconnected from the company culture. Last, there are fewer opportunities for advancement in that department.

Élodie, the HR business partner, said the lack of social interactions is problematic because employees who are less involved in the company's social activities are more likely to leave the company when offered a new opportunity. Élodie feels managers need to make time to connect personally with the people working under them by organizing regular team meetings to discuss challenges and brainstorm solutions as a team.

Immigrant and Non-Immigrant Perceptions of the Company and Their Onboarding Experiences

This section describes immigrant and non-immigrant workers' perceptions of their workplace and onboarding experiences. Specifically, this section explores four issues related to those perceptions: company perks, the advantages, and challenges of hiring immigrant workers, advised proactive behaviours, and areas for improving onboarding.

Company Perks

Six patterns emerged when participants were asked to identify the advantages or aspects that they appreciate about working for the company.

Pattern 1. Management That is Understanding. First, there was a strong pattern- noted by six of seven participants- identifying management as being understanding as one of the advantages of working for Monochromatic Inc. As described in the company culture section, the company nurtures employee well-being and encourages employees to communicate with management when there is a problem at either the professional or the personal level. From Matteo's perspective it is a question of creating an environment of respect. Maïthée, the HR marketing specialist, added the notion of being permitted to make a mistake but working as a team to resolve the problem. This was echoed by Rachel the logistics manager, Gabriella and Alessandro, the logistics technicians, who described management as human and understanding.

Pattern 2. Good Working Conditions. Second, a strong pattern- noted by six of seven participants- identified the good working conditions as one of the advantages of working for Monochromatic Inc. The definition of good working conditions differed amongst participants and consisted of four factors. First, Matteo, the production director, Rachel the logistics manager, and Alessandro, a logistics technician, expressed appreciation for the flexible work schedule. Matteo the director of production and Gabriella, a logistics technician, added that overtime is optional. Rachel, the logistics manager, appreciated leaving early on Fridays after a

tough week, especially during the summer months. Both Rachel the logistics manager and Gabriella, the logistics technician, noted that employees do not take work home with them. Sergio, the logistics technician, said he likes that he can spend time with his family. Second, Matteo, Rachel the logistics manager and Élodie, the HR business partner, spoke about the competitive salaries and noted the advantage of having a company retirement investment plan. Last, Matteo the production director, Maïthée the HR marketing specialist, Gabriella and Sergio, the logistics technicians, praised the company's philosophy of caring for the well-being of their workers. Matteo, the production director, spoke about respect and how managers and supervisors do not scream at their employees. Maïthée, the HR marketing specialist, described the many different programs they put into place to try and support people whether it is a mental health issue, to stop smoking or providing part-time work for mothers who struggled during the lockdowns due to the pandemic. Alessandro, a logistics technician, referred to when he needed time off to take care of his ailing mother and not feel rushed or stressed to return to work. Similarly, Sergio said that if he is ill his supervisors encourage him to take the time off necessary to rest and get better.

Pattern 3. Recognition of Educational Credentials and Foreign Work Experience. Third, there was a strong pattern, that was dominant among immigrant workers, concerning the recognition of foreign work experience. The four immigrant participants, spoke directly or indirectly about Monochromatic Inc recognizing foreign work experience. Maïthée, the HR marketing specialist, stated that they are open to hiring people from any cultural and professional background and recognize their qualifications. Gabriella and Sergio, the logistics technicians, said they were excited that the company accepted copies of their Colombian University

certificates and considered their Colombian work experience when determining their salary.

Sergio, the logistics technician, said:

“... they [Monochromatic Inc] said to me ok give me your diploma and your work visa. I said ok I have a diploma but it's in Spanish, it's not translated... Do you want me to have it translated? They said no no no no it's ok it's for your file... without translation, without verifying with the minister of education... I was like wow! This is a huge opportunity”.

Alessandro, a logistics technician, spoke to this but on a more general level when he explained how the mindset concerning foreign work experience is changing in the community:

“Yes, yes, yes. Economically and socially... there are a lot of immigrants, a lot more people settling in the area, like my colleagues from Colombia... The amount of immigration in Royalmount has increased a lot and that means that many companies are starting to look towards immigrants as segment of the population that can help.”

Sergio, the logistics technician, attributed this opening to the worker shortage in the province.

Pattern 4. Structured Onboarding Program. Fourth, there was a strong pattern, that was dominant among immigrant workers, concerning the advantage of having a structured onboarding program. Four of seven participants, all immigrants, said that the company onboarding program was well-developed and structured. Maïthée, the HR marketing specialist, praised the onboarding but as the person responsible for onboarding new workers, orientation, producing onboarding materials for managers and assessing the program she said there was more work to do:

“Documenting the process. What are the steps, what are the tools we use, who does what and once we have all that mapped out, we can identify the friction points... So that we

can limit the number of mistakes and also for the candidate to better manage... It's not glamorous but it helps with efficiency... and it requires a great deal of teamwork...we sat in a room with people in management, IT, people who do training, people from different countries..."

Pattern 5. Opportunities for Learning and Advancement. Fourth, there was a strong pattern, that was dominant among immigrant workers, concerning the advantage of having the opportunity to learn and advance professionally. Five of seven participants spoke about Monochromatic Inc offering an environment where workers can continually learn and were optimistic about the opportunities for advancement. As discussed in the section concerning training, Matteo, the production director, explained that the company is always ready and willing to pay or subsidize professional development training or access to additional language training. Something that Gabriella and Sergio, the logistics technicians, were happy to benefit from. Alessandro, a logistics technician, also said the company is generally always ready and willing to support workers in learning.

Furthermore, Gabriella, Sergio and Alessandro, the logistics technicians, noted that there are many opportunities for advancement at Monochromatic Inc. However, Matteo, the production director, noted that retaining people in middle management positions becomes harder because the higher you go, the fewer opportunities there are for advancement unless there is an opening or restructuring. He respects when people leave but believes it is essential to maintain a good relationship with the departing employee because when a new position opens up workers who left the company do at times return.

Pattern 6. Social Activities. Last, there was a weak pattern concerning the advantage of having access to social activities in the workplace. Three of seven participants, all in management

positions or responsible for onboarding discussed this point. Matteo, the production director, said the happy hour organized every other week on payday provides workers with the opportunity to socialize and get to know people from across departments. Élodie, the HR business partner, said that the company has a vibrant social community. Maïthée, the HR marketing specialist, spoke about the many different additional social activities and projects happening within the company that allow workers to develop and feel fulfilled beyond their position.

Perceived Retention Challenge: Salary

An interesting pattern emerged concerning what participants felt could improve retention. Two top management participants said they wished they could offer higher salaries to their workers, specifically those in the engineering design consulting department and on the factory floor. However, this topic did not emerge among the other participants as a deterrent to retention. Alessandro, a logistics technician, observed that higher salaries are not always what employees need or want, sometimes it is more recognition, fewer working hours to take care of their families or new challenges.

Advice for New Employees to Improve Their Integration

When asked what advice participants would give to an immigrant worker, to help them integrate into the workplace, many different strategies and suggestions were offered. The strategies may be grouped into seven recommendations.

First Integration Recommendation: Get Involved in Company Social Activities, There are

Benefits. A dominant pattern that emerged among all seven participants was to get involved in the various company activities that are offered. Rachel, the logistics manager and Gabriella, the logistics technician, encouraged new workers to get involved in the many social activities offered at Monochromatic Inc. Rachel, the logistics manager, added it is especially important for newly

arrived immigrant workers to get involved and Élodie said it shows you are curious about the people around you. Matteo, the production director, Alessandro a logistics technician, and Maïthée the HR marketing specialist, added that there many activities and everyone can find a way to connect with others whether it is through sports activities in the office, training for a marathon with colleagues, sitting on the social committee, attending a happy hour, chatting with colleagues, taking language classes, apple picking and holiday brunches. Élodie, the HR business partner, and Sergio, a logistics technician, explained that being involved and connected with others helps workers manage a fast-paced work environment because they build a support system in the workplace.

Second Integration Recommendation: Be Passionate. A strong pattern that emerged among four of the seven participants was the importance attributed to being passionate about their work. Élodie, the HR business partner, and Gabriella the logistics technician, said workers need to be passionate. Maïthée, the HR marketing specialist, added that it is important to live by the company values but finding balance to not burnout. Sergio, a logistics technician, summed it up by saying if you are not interested in the work, you do it will not work out.

Third Integration Recommendation: Learn French. Third, a strong pattern that emerged among five of the seven participants was learning the language. Matteo, the production director, Élodie, the HR business partner, Maïthée the HR marketing specialist, and Gabriella the logistics technician, said it is important for immigrants to learn French. Management saw this as imperative for those moving to non-gateway locations such as Fort Saint-Amour. Sergio, a logistics technician, saw this as not only being important but an added advantage, he explained:

“I feel that Quebec has an advantage compared to the rest of the federation because of the language. Because obviously everyone prefers to go to the other parts of the federation

because of English, because the majority of the population speaks in English. But in Quebec, you have to learn to speak in French and this is an advantage... you learn an additional language... and here in Quebec there are more opportunities in companies because of the language.”

Furthermore, two participants, Alessandro, and Sergio, both logistics technicians, identified the workplace as the most important context where they were able to learn and improve their French language skills. Sergio explained working in the telecommunication company allowed him to acquire new vocabulary and practice the language because he had someone to speak with. Alessandro, a logistics technician, echoed this when he spoke about his experience working in a restaurant:

“...starting to work is how you integrate the new language and the culture. It comes with working. It’s the most important way to integrate as an immigrant”.

Insofar as economic immigrants are concerned there is usually a requirement for them to have some knowledge of the local language. However, when companies are unable to hire existing economic immigrants, as is the case of Monochromatic Inc, they may turn to temporary foreign workers for whom there is no minimal language proficiency requirement. There is a minimal language proficiency requirement when they apply for permanent residence, which may be done after 24 months in the country and having been gainfully employed for 12 months (MIFI, 2022c). In recent years the Quebec provincial government granted temporary foreign workers access to French language classes provided by the local school boards.

Fourth Integration Recommendation: Be Open to Change and Learning New Processes. A strong pattern, discussed by four of the seven participants, was being open to change and willing to learn new processes. Matteo, the production director, said different cultures have different

ways of being in the workplace and this requires some adapting. He described locals as being less chatty in the mornings and focused on their work until they were on break. Gabriella, the logistics technician, said people in Canada are much more focused on their work but felt adapting was not difficult. Maïthée, the HR marketing specialist, earlier in her interview said being open to change was necessary due to the fast-paced work environment and immigrants need to adapt to a different work culture that is more casual because of the use of the more familiar pronoun “tu” instead of the formal “vous” amongst workers regardless of their position. While Élodie, the HR business partner, explained that being open to change in work processes is important to improve efficiency.

Fifth Integration Recommendation: Take Initiative and Communicate if There is a Problem. A strong pattern emerged, discussed by five of the seven participants, was for newcomers to take initiative and communicate with management if they are struggling to resolve a problem. Workers used different terms to describe initiative. Rachel the logistics manager and Maïthée the HR marketing specialist, talked about not being shy and sharing their ideas. Sergio, a logistics technician, used the terms initiative and proactive. Alessandro, a logistics technician, advised newcomers to be resourceful, take initiative, be independent, to stay calm when faced with a problem and take one step at a time to resolve a problem. These participants also advised to not hesitate to seek support from team members or superiors when facing a challenge, concerning their workload and how they are feeling. Élodie, the HR business partner, and Maïthée the HR marketing specialist, explained that if management is unaware of a problem, they cannot try to resolve it.

Seventh Integration Recommendation: Be Willing to Start Anywhere. An interesting pattern, discussed by two of the seven participants, was the willingness to start underemployed

and working your way up. Alessandro and Sergio, logistics technicians described every opportunity and step on their journey towards economic integration as having contributed to their personal and professional growth in some way. Both attributed the improvement of their language skills to the positions they held in the past where they were underemployed. Moreover, Alessandro, a logistics technician, said:

“It’s not so much for the economic part of being employed because we were [financially] ok. It was for the responsibilities... a type of motivation to be able to say look I’m working, I’m starting to work, [starting] to integrate. Integration means to work, integration among immigrants means to have a job”.

Suggestions for Strengthening Onboarding of Immigrants

Participants were asked to identify what are the most pressing changes that needed to be made to company immigrant onboarding processes and which stakeholders should be involved in making those changes. Two strong patterns emerged concerning the challenges of onboarding workers but the stakeholders responsible for this were not identified. First, from management's perspective, there was a need for knowledge of onboarding best practices insofar as temporary foreign workers are concerned. Management said that due to the worker shortage, they are obliged to recruit temporary foreign workers whom they see as future residents and they are making significant investments to help them with immigration and integration. However, because they have less experience with this category of workers, they are actively looking to understand what practices are most effective for onboarding temporary foreign workers. Élodie, the HR business partner, expressed frustration with the time and financial investments they must make to hire temporary foreign workers and would like more information about services available to support them and to minimize those costs.

Furthermore, they would like to customize onboarding to specific personal characteristics of incoming immigrant workers such as their marital status and if they have kids and the age of those children. Maïthée, the HR marketing specialist, explained that the onboarding of immigrant workers needs to be customized to their individual profile and would like additional strategies and best practices on how they can support family integration beyond company activities.

Second, from the perspective of immigrant workers, Gabriella and Sergio, the logistics technicians, said they would like more access to French language training and expressed appreciation for Monochromatic Inc helping in this regard. Otherwise, all participants said they were satisfied with the company onboarding and support that they receive. Gabriella, the logistics technician, praised the company as an ideal employer because they know what immigrants' needs are and provide support.

Concluding Thoughts: The Future of the Company

Perspectives concerning the future of the company and immigrant onboarding are unanimously positive. There was a dominant pattern where all seven of the participants were optimistic about the current state of the company. Sergio, a logistics agent, succinctly explained:

“Well, I have five words: stability, tranquility, confidence, growth, and innovation... There is professional growth, personal growth... I think all tech companies across Canada have a great future”.

The onboarding program appears to be well developed despite certain reservations from management's perspective about further mapping out the process, automating the process and customizing it to the different employee personal profiles. All seven participants have positive feelings about company onboarding and immigrant workers alike. All seven participants feel the

company culture is the strongest asset for onboarding new workers regardless of whether they are locals or immigrants. The four immigrant participants spoke positively about the company, the culture and living in Canada. Moreover, all seven participants perceive immigrants as having the competencies required. Élodie, the HR business partner, described one of their immigrant workers:

“It’s fabulous! He says he doesn’t speak well in French, but he speaks really well in French and he’s so nice! Now he’s [working] in his field, he’s competent, he brings with him his knowledge to our team, it’s amazing! It’s like that in production as well, we train people internally of course there could be a language barrier... but there are so many who do speak in French... and often times in my opinion, it’s not scientific but immigrants pick up languages so quickly, they are curious and interested... we had a dentist here for two years, we were lucky to have him for two years but why can’t he be a dentist? I feel like our system [immigration] is poorly designed. Teeth are teeth! And I mean, I don’t think they have different teeth in Colombia!”

I am led to believe that Monochromatic Inc is operating with sufficient financial resources to continue developing its onboarding program. They were in the process of hiring additional workers into the Human Resources department, investing in marketing the benefits of working for the company as well as using marketing and Information Technology knowledge to improve the quality of their onboarding materials. They are also considering hiring workers to take care of community integration.

However, they require access to knowledge in two key areas. First, they require access to knowledge surrounding onboarding best practices for different types of new workers, to customize their program accordingly. Knowledge of best practices is lacking specifically insofar

as temporary foreign workers are concerned. Second, they require access to knowledge of government services and subsidies to support the development of their onboarding program, in general, and specifically as it pertains to temporary foreign workers.

The company operations and the onboarding of immigrants may be characterized as generally well-developed. This is due to a strong company culture of communication, teamwork, being solution-oriented, caring for workers' well-being, providing challenging work, managers that adapt to individual needs and a friendly work environment. An additional advantage for Monochromatic Inc is that it is located close to a non-gateway community where residents have access to a diversified economy, an international airport, access to integration services, housing, public and private education establishments, activities and festivals in the community and an increasing number of ethnic communities.

However, some of the challenges that Monochromatic Inc faces are beyond the company's control. These challenges fall under the power of various levels of government. The challenges include: addressing the worker shortage by increasing immigration into the province, improving the attraction of economic immigrants to their community, and improving the immigration paperwork process and costs associated with the process.

Chapter Nine: Comparison and Patterns Across Companies

This chapter describes the experience of onboarding immigrant workers across all four companies and reports the patterns that emerged. In the individual company analysis patterns were reported as dominant (reported by all participants); strong (50% or more of the participants); weak (33% to 49% of participants) and interesting (20% to 32% of participants). In contrast, the cross-company analysis reports patterns as dominant (all four companies), strong (three companies), weak (two companies) and interesting or noteworthy (a single company).

About the Companies

Three dominant patterns emerged whereby three of the four companies showed common characteristics while the fourth company appeared to highlight the predominant patterns by representing a non-example, or characteristics that are in direct opposition to the three other companies.

Pattern 1. Company Ownership, Oversight and Reporting. The first dominant pattern was concerning company ownership, oversight and reporting of sales, projections, and financial planning. Three of the four companies are owned by partners and have either a governing board serving as an oversight or a parent company they must report to. In all three companies, the sales are divulged to their employees on a quarterly or annual basis along with sales projections and investments. In contrast, the fourth company is family-owned and financial activities, sales, sales projections, and investments are available only to family members.

Pattern 2. Company Services and Products. A second dominant pattern was the type of services and products manufactured by the companies. Three of the four companies develop, manufacture and repair products for their clients. They have research and development departments and have trademark products. The fourth in recent years they began offering products made of specialized steel that is more resistant than what is offered by other companies

in the region. However, they do not have a dedicated research and development department where knowledge is centralized or trademarked. As such, the knowledge and expertise depend more greatly on workers and their experience with the specific types of projects the company takes on.

Pattern 3. Sales and Clientele. The third dominant pattern was the type of sales and clientele the companies serve. Three of the four companies serve both a local and international clientele with sales representatives and branches in different countries. The revenue of these three companies comes from direct sales. In contrast, the clientele of the fourth company is primarily made up of small and medium companies and a large multinational operating in the region. They completed one project for a government overseas, but they do not have sales branches outside of their community. They have revenue from direct sales, but the lion's share come from government tenders. Furthermore, it is the company with the lowest revenue ranging in the five to 10 million CAD dollar range while the other three make more than the \$20 million CAD range.

Pattern 4. Work Schedule. The last dominant pattern was concerning the work schedule and holidays at each of the companies. The three companies that have external oversight, report sales to employees, have research and development departments and an international sales force and clientele also offer a five-day workweek with a two-week paid closure during the Christmas holidays for all of the workers. In contrast, the fourth company operates seven days a week, year-round to provide clients with emergency repair services.

Participants From Across Companies.

In total, 28 employees from different departments and ranks volunteered to participate. Five were in upper management, 10 in middle management and 13 in non-managerial positions.

There were 11 immigrants, and 17 non-immigrants. This section provides an overview of immigrant and local profiles.

Immigrant Participants

Eight common characteristics emerged concerning immigrant participants: i) the size of their home community, ii) date of arrival in Canada, iii) language skills, iv) personal support network, v) tenure and intention to stay, vi) their education credentials and type of position held, vii) the size of organizations they worked for prior to arrival in Canada and viii) the emotional journey of immigration and integration.

First Common Characteristic. The Size of Their Home Community. Immigrants may be grouped by the size of their home community. A dominant pattern emerged where in all four companies there were immigrant participants who came from medium and smaller communities that are comparable to the Canadian communities they presently live in. This was the case for six of the eleven immigrant participants. Four participants come from medium-sized communities with between 100,000 and 500,000 inhabitants and two from small communities with fewer than 100,000 inhabitants. Three participants were from large cities with over a million inhabitants, and two did not disclose this information.

Second Common Characteristics. Date of Arrival in Canada. The second common characteristic that grouped participants and represented a dominant pattern across the four companies is when they arrived in Canada. Most participants, seven of the eleven, arrived in Canada in the last five years. Of those seven recent arrivals, four arrived approximately a half year prior to the Covid-19 pandemic lockdowns that began in Quebec on March 13th, 2020, and two arrived after the pandemic lockdowns began. Four immigrant participants have been in Canada between six and 10 years.

Third Common Characteristic. Language Skills. There was a dominant pattern where in all four companies there were immigrant participants who did not speak French prior to arriving in Canada. This was the case for six of the eleven participants. Four of those six participants have acquired sufficient proficiency to carry on a conversation in French. Two have been in Canada for over five years and two for fewer than five years. Furthermore, five of the eleven immigrant participants spoke two languages upon arrival in Canada, all bilingual participants were from South America. Moreover, the four English-proficient participants insisted that the study interview be held in French to give them the opportunity to practice the language.

Fourth Common Characteristic. Personal Support Network. There was a dominant pattern where across all four companies, most immigrant participants had some personal support network in Canada. However, the degree of support they received from friends and family varied. This was true for eight of the eleven immigrant participants. Seven of the eight participants had family and one participant had friends in Canada to support them in their social integration. Two immigrant participants arrived with no social support network, and one did not share this information.

Fifth Common Characteristics. Tenure and Intention to Stay. A fifth dominant pattern observed across all four companies was immigrants' tenure and intention to stay at the company. Eight of the eleven participants have been with their current employer for over a year. There were three immigrant participants who were with their respective employers for less than a year, ranging from three to seven months. Of the eleven participants, nine expressed a desire to stay with their current employer long-term, one did not comment and one changed employer half a year after the interview. However, it should be noted that two immigrant participants are temporary foreign workers with closed work permits. This means they are limited to working for

a single employer and until they obtain permanent residence, they are generally dependent on that employer to stay in the country legally and access government services.

Sixth Common Characteristic. Education Credentials and Type of Position Held.

Immigrant participants' education qualifications could be grouped into two categories: a professional degree or a university diploma. Four participants had professional degrees while seven had a university degree of which two were at the undergraduate level and five at the graduate level. Three participants were holding a managerial position, these participants all have a graduate degree, while the remaining eight participants were in non-managerial positions.

Seventh Common Characteristic. The Size of Employers Prior to Arrival in Canada. Ten participants acquired work experience in their field of expertise prior to arriving in Canada. A dominant pattern emerged where all 10 participants who work experience prior to arriving in Canada, had worked for large organizations. Six worked exclusively for large organizations, four in large organizations, medium and/or smaller organizations. In those large organizations, they experienced some formal, structured onboarding programs. These included a hiring process with multiple steps, interviews and in some cases tests, a buddy system or job shadowing and regularly scheduled assessment periods. However, the quality and consistency of these varied across participants. The immigrant participant who acquired all his work experience in Canada experienced work in large, medium, and small companies. Only one participant has previous work experience working for a public government organization, all others were in the private sector.

Eighth Common Characteristic. The Emotional Journey of Immigration and Integration.

There was an emotional aspect when immigrant participants recounted their journey of immigration and integration. This was the case for 10 of the 11 immigrant participants,

representing a strong pattern. These details were not all shared in the individual company descriptions or immigrant profiles upon their request to protect their privacy and identity. The emotional journeys of immigration and integration could be grouped into four broad categories. First, there was the emotional journey before immigration. Before arriving in Canada, participants shared different life experiences and motivations to immigrate. One participant when asked to describe their life before immigrating to Canada and the process of immigration, the participant sternly said it was not a topic they would discuss. Another participant spoke at length about putting their dream of immigration on hold for over a decade and never losing sight of that dream despite personal and professional hurdles. A third participant spoke about the challenge and frustration of being unable to balance work and school in their home country to pursue a diploma. Two other participants spoke about making the difficult decision of leaving a life and job they enjoyed because they felt immigration would be in the best interest of their family. One participant spoke about the socio-political and economic instability in their home country and the implications it had for them personally and professionally. As will be discussed later in this chapter, many immigrant participants also spoke about the long wait time to see if their immigration paperwork or work visas would be approved. It was evident by the tone of their voices and their demeanour that the anticipation took an emotional toll on them. One participant shared they experienced an added frustration when one week before departure their airline had gone on strike and the departure was further delayed by an additional month.

The second part of the emotional journey was after arrival, whereby many participants spoke about the transition and the personal and professional transformation they experienced. Four participants spoke about feelings of isolation. In some cases, the isolation was due to the COVID-19 pandemic, which either decelerated or put their integration on hold entirely due to

government-mandated lockdowns. This was particularly frustrating for those who had waited a long time to obtain their immigration paperwork or work visas. One participant said they struggled to balance a new personal life role, learning French, and losing their professional identity. In other cases, participants described the isolation experienced by accompanying family members struggling to socially integrate. Seeing their loved one struggle brought great pain to participants who questioned whether they had made the right decision to immigrate to Canada. Some participants spoke about underemployment, but they framed it as part of a learning process. They described underemployment as a necessary step to learn the language and/or come to understand how the local job market functions.

Third, there was a sense of pride and hope for the future. Most participants at some point in the interview spoke directly or indirectly about feeling a sense of pride surrounding their immigration and integration. Feelings of pride related to their ability to transition from underemployment to working for a company and in a position, they felt was reflective of their skills. Some spoke about pride in their language learning. Others felt a sense of pride in their patience and determination as they faced long wait times for immigration paperwork or visas and the COVID-19 lockdowns. Two participants shared with pride and excitement they were looking to purchase a home. One participant shared they were proud of the knowledge and value they and other people of their ethnic background are bringing to the Quebec job market and society. Many participants also spoke about a sense of hope relating to future employment opportunities, learning opportunities and the future of their families. One participant felt hopeful because they felt the local community was becoming increasingly open toward diversity and immigration.

Last, mixed in these sentiments of pride and hope were also some frustration, anger and sadness. Two participants discussed the non-recognition of their education credentials which angered and frustrated one participant who repeatedly said they could not understand the government's decision while the other shared this with a tone of sadness. Sadness emerged again for one participant when they shared that they began studies in Quebec but did not complete those studies due to a lack of time and financial resources. Another participant said with a sad tone they had no regrets and would not change anything about their choices and experience. When prompted to elaborate further they said every challenge they faced contributed to bringing them to where they are today, but it remained unclear if they were pensive, sad or both.

Local Participants

Local participants came from five administrative regions. All local participants intend on staying in their current community and current employer. Seven common characteristics emerged among local participants: i) the size of their home community, ii) interactions with immigrants and diversity iii) empathy for immigrants; iv) perceptions of immigrants v) tenure and intention to stay, vi) their education credentials and type of position held and vii) the size and type of organization they previously worked in. The two tables below provide an overview of local participants' personal and professional profiles.

First Common Characteristic. The Size of Their Home Community. A dominant pattern emerged where across all four companies there were non-immigrant participants who came from either mid-sized communities or small communities. This was the case for 16 of the 17 local participants. Only one of the local participants came from a large city, with over a million inhabitants. Furthermore, a strong pattern emerged where 13 of the 17 local participants came

from communities with fewer than 150,000 inhabitants, four of which come from very small communities that have either fewer than 2,000 inhabitants or were described by participants as a village or a very small town that is smaller than where they currently work and live.

Second Common Characteristic. Interactions With Immigrants and Diversity. A dominant pattern emerged concerning local participants' experiences with immigrants and diversity. In all four companies, 10 of 17 of the local participants reported having some sort of interaction or relationship with immigrants. Six described these interactions with immigrants, international students, or people of diverse backgrounds as being on a personal level, meaning they were friends, or they helped them with social and or workplace integration. Four participants described these interactions as remaining collegial and occurring within a school or work context. The remaining seven local participants reported they did not interact with immigrants or individuals from diverse cultural or religious backgrounds until their current place of employment.

Third Common Characteristic. Empathy for Immigrants. A dominant pattern emerged across the four companies where 12 of the 17 local participants expressed empathy and/or understanding for the challenges that immigrants face when it comes to social and economic integration. Some of the challenges participants expressed empathy for included: being away from one's family for long periods of time, learning a new language, finding housing, learning a new culture, new social rules and processes, and learning a new way of working. Participants, who expressed understanding or empathy had either experienced personal hardships they transferred to the experiences of immigrants, had positive interactions, or developed friendships with immigrants and/or people of diverse cultural and/or religious backgrounds.

The remaining five local participants either did not comment on the challenges, focused on the availability of government services, the actions immigrants need to take to improve their own integration, the high costs of participating in local outdoor sports that are beyond immigrants' reach or an understanding that immigrants are needed to maintain and boost local demographics.

Third Common Characteristic. Perceptions of Immigrants' Qualifications. A dominant pattern emerged across the four companies where 16 of the 17 local participants said immigrants have the qualifications required to do the work, they were hired for but to varying degrees. Twelve expressed this sentiment without reservation and six participants praised immigrants as a source of knowledge that they can learn from. Four local participants agreed that immigrants have the skills required but felt that immigrants needed to learn and adjust to local ways of doing things. One participant described immigrants negatively implying they lacked the skills necessary.

Fourth Common Characteristic. Tenure and Intention to Stay. A strong pattern emerged concerning local participants' tenure with their respective employers. Ten of the 17 participants have been with their employer for five years or less and seven of the participants have been there for nine years or more. Most local participants did not speak about their intention to stay. Instead, some participants spoke about the advantages of working for the company and why they stayed. More regarding this will be examined in the section heading: company perks.

Fifth Common Characteristic. Education Credentials and Type of Position Held. A strong pattern emerged, in three of the four companies, concerning the type of credentials held by local participants. First, five participants were in upper management, seven were in middle management and five were in non-managerial positions. In three companies, 11 of the 17 local

participants' highest level of education is a CÉGEP (college) diploma, five have a bachelor's degree and one has a graduate degree but was in a non-managerial position. Most of upper managers had a university degree, three out of five, but most middle managers, five of seven, held a CÉGEP (college) degree.

Sixth Common Characteristic. The Size and Type of Organization they Previously

Worked In. A dominant pattern emerged across the four companies, where similarly to immigrant participants, 16 of the 17 local participants worked exclusively for the private sector and one had experience in the public sector. Nine of the 17 local participants have experience working for large, medium, and small companies while eight of the 17 participants have experience only in small and medium-sized companies.

General Operations

This section describes, in a general sense, patterns in how the organizations operate. It describes patterns in the companies' structure; vision, mission, and values as characterized by the workers; the physical layout of the company; and the ways people communicate with one another within the organization.

The Companies' Structure

When asked to describe the company structure and chain of command three patterns emerged across the companies. The three patterns concerned: i) the organization chart and managing workflow issues, ii) management style, iii) company products, clientele and growth and iv) role clarity.

The Organization Chart and Managing Workflow Issues. A dominant pattern was observed concerning how participants described the organization charts. Participants from three of the four companies described their organization chart as being horizontal. Seventeen of the 28 participants described their companies as having a horizontal organization chart and said

employees could go and speak directly to the supervisor, director, or other employees within and across departments when faced with a challenge. These organizations were described as having fewer layers of management, being progressive, innovative, empathetic, forward-thinking, or favouring a work environment that values communication and teamwork.

The fourth company highlights the predominant pattern as it presents an opposing structure to the horizontal hierarchy. It was described by three employees as being a traditional or family company, whereby family conflicts caused middle management to have difficulty knowing which instructions to follow and making it difficult to implement change. In this fourth company, a participant described a similar dynamic in his father's company prior to and after leaving the family business. Interestingly, two participants from Alloys Inc, which previously was a family-owned company, referred to the organization structure prior to being bought out as being reflective of a family-owned company using similar terms described by participants in Industrial Gears.

Management Style. A second dominant pattern was participants description of the management style. As explained earlier, three of the four companies employ some form of continuous improvement management style whether it is the 'Toyota' style of management or the use 'Kaizen' problem solving where employees from across all ranks and departments are involved in identifying challenges, solutions and implementing processes to make changes. Seventeen of the 20 participants from the three companies with horizontal organization charts described management as being progressive, innovative, empathetic, forward-thinking, or favouring a work environment that values communication and teamwork.

The fourth company highlights the predominant pattern as it presents an opposing management style. As discussed earlier, there was an interesting pattern where three

participants, all locals, describe management as being in the past and the product of conflictual points of view and interests. However, those same three participants also said the management style was changing with the youngest company owner who gives workers autonomy and the ability to make decisions.

Company Products, Clientele and Growth. A third dominant pattern was how participants described company products, clientele, and growth. Sixteen of the 20 participants from the three companies with horizontal organization charts, described their employers as offering innovative products that serve an international clientele. These participants saw their organizations as growing and offering employment stability.

The fourth company highlights the predominant pattern as it presents an opposing description of company products, clients, and growth by its employees. In the fourth company, the focus was on manufacturing quality products and customer satisfaction for a local clientele. Immigrant participants at times struggled to describe the company products, clients, and growth while local workers voiced concern about their ability to continue offering the same level of service due to a recent high turnover among local workers and the need for time to train new temporary foreign workers.

Managing Role Clarity. A fourth pattern, a strong one was concerning role clarity and how participants perceived their own ability to fill potential gaps. Two of the participant companies, Photons Inc and Industrial Gears spoke about the challenges of having to fill multiple roles that are the result of fast growth in the case of the former and a new immigrant workforce in the latter. It was observed that 12 of 28 participants in managerial positions feel the existing organization structure is either changing or developing which makes it unclear where their role begins and end and who is responsible for gaps that emerge. What differed was how role clarity

or lack thereof was managed by workers across companies. In the three companies described as having a horizontal organization chart and a culture of continuous improvement, gaps are perceived as an opportunity to contribute to improving how the company functions. Within this group, only one participant expressed some frustration with role clarity.

The fourth company highlights the predominant pattern as some participants were comfortable with the changing nature of their positions and responsibilities while others struggled. For example, the company owner has experience working across different positions and so wearing multiple hats while challenging is a normal part of her reality. Similarly, the Human Resource advisor saw his responsibilities change due to turnover and for some time had to adapt. However, one middle manager found it challenging and overwhelming to take on new training responsibilities did not previously have when supervision only local workers.

Company Culture

Participants across the four companies were asked to name and explain three to four words they felt best described their organization. Based on these, four patterns were identified across the interviews: i) a learning environment, ii) communication, iii) teamwork and iv) a fun and familiar work environment.

Pattern 1. A Learning Environment. A strong pattern emerged across three of the four companies where learning was identified as part of the work culture. This was identified by 17 of the 20 participants of which seven were immigrants and 10 were locals. However, the way workers have an opportunity to learn differs within each company. Additional analysis regarding learning will be addressed in the following section overviewing patterns in the onboarding strategies.

Pattern 2. Communication. A dominant pattern emerged concerning communication within and across departments as being part of the work culture. In three of the four companies,

communication is described by 17 of 20 participants (nine locals and eight immigrants) as effective and central to the company's functioning. As noted earlier, the horizontal organizational chart enables people to seek solutions directly from those who are able to resolve an issue thus improving efficiency. Furthermore, the three companies hold regular meetings to facilitate the dissemination of information and improve communication. All three organizations have an annual meeting where all staff members across departments and ranks participate, and executives discuss the company's performance in terms of sales, production, upcoming contracts, and bonuses. Alloys Inc holds these financial meetings on a quarterly basis. In addition, there are weekly team meetings where departmental follow-ups are discussed. Moreover, employees may consult each other when there is a need and those who work in administrative positions have open concept offices to facilitate access to management and colleagues. While one participant was concerned about silos forming as the company grew another explained that communication was key to preventing this from happening.

The fourth company highlights the predominant pattern as it presents an opposing description of communication within the company. Four participants, all locals in managerial positions said there is a need to improve communication within and across departments. There was also a note on the company organization chart stating there is a need to develop strategies to improve cross-departmental collaboration and to work less in silos. In this company it was noted that the physical layout of the organization is not cohesive to communication as the only dedicated meeting space is the staff lounge, which is divided into two spaces; supervisors offices are on opposite ends of the building and management has closed office spaces.

Pattern 3. A Fun and Familiar Work Environment. A second strong pattern —noted within three of the four companies by 12 of 21 participants, three of whom were immigrants and nine

were locals—suggests that they work in an environment where employees are friendly and helpful. However, there were mixed opinions between immigrant workers and local workers. At Alloys Inc one immigrant participant reported this familiar and friendly workplace another immigrant participant felt local workers were not friendly towards immigrants and that he was only able to socialize with other immigrant workers. Similarly, at Industrial Gears only local workers perceive colleagues to be friendly while immigrant workers did not comment on their social interactions with locals except to say there are jokes, they do not appreciate or that workers appear to have self-segregated in the staff lounge, which was described as problematic.

Pattern 4. Teamwork. A weak pattern noted in two of the four companies was the importance of teamwork. Twelve of 28 participants identified teamwork as part of the company culture, of which six were immigrants and six were locals.

Physical Layout

Among the four companies, there were certain similarities and differences observed in terms of the physical layout and common spaces. There were five patterns that emerged concerning the physical layout. The first dominant pattern was concerning the location of the companies. All four companies were in an industrial park and three of the four had space to expand further.

The second dominant pattern was the workflow of the factory floors. Three of the four companies had a factory floor that was adapted to the steps and order of production. The fourth company highlights the predominant pattern as it presents an opposing workflow structure. In the fourth company, the workflow is non-linear, requiring parts to be moved back and forth between departments before coming to the end of the production line and exiting the building.

The third dominant pattern was the presence of meeting spaces. All four companies offered a dedicated meeting space. Those spaces varied from conference rooms, supervisors'

cubicles, the staff lounge, and the entire factory floor. In contrast, in one company there was no dedicated conference room, one supervisor said he did not have a private space to speak with his team members except for the staff lounge.

A fourth weak pattern emerged concerning the entrance and locker rooms. In two of the four companies, all workers share a common entrance and in two companies there are separate entrances for factory workers and office workers. Those with a common entrance had a common shared locker room as well as a single staff lounge for all workers. In companies where there were separate entrances there were separate cloakrooms and staff lounges for factory workers and those working in the offices.

Last, there was a weak pattern concerning outdoor spaces provided for workers and leisure activities. In two of the four companies, there is an outdoor space provided for workers to eat, socialize and/or exercise. In the same two companies, there were also leisure activities offered such as a ping-pong table, a soccer table, an air hockey table, a dart board or some other form of leisure activity.

Modes of Communication

Within each of the four companies, people communicate using a variety of analog and digital means. Three common characteristics emerged concerning analog means of communication: i) the languages in which information is communicated, ii) the extent of analog means of communication and iii) the communication of company values.

Common Characteristic 1: Language of Communication. The first dominant pattern that emerged concerning analog modes of communication was the language in which information was communicated. In all four companies, the dominant language used was French and in all four companies, there was some information provided in other languages. Two companies used English, and two companies used Spanish. However, there was a lack of consistency in the use

of other languages within and across the four companies. Other languages were displayed on prefabricated safety and security signs or came with the machines. In one company English decals were in the main entrance hallway to introduce the company and its products. In compliance with Quebec provincial language legislation, Bill 101, this information is smaller than that which is displayed in French. One company provides safety and security policies in French and in Spanish to workers.

Common Characteristic 2: Extent of Analog Communication. Second, there was a dominant pattern concerning the extent to which analog communication was used. One of the four companies uses analog means of communication from the moment of arrival in the parking lot instructing employees and visitors about suitable parking options and meeting points in an emergency. This was not the case for the three other companies. The company with the signs in the parking lot was also the company that had the most analog modes of communication that were observed throughout the entire building.

Common Characteristic 3: Communication of Company Values. The third common characteristics which represented a strong pattern was the use of analog modes of communication to share company values. In three of the four companies, there is at least one common area where the company values are displayed using decals. In one company they are in the staff room, in another, it is in the shared cloakroom and in a third, it is in the shared entrance. In the fourth company, the values are displayed on the company sweatshirts and t-shirts, but it was observed that these garments are not worn by all employees.

In addition to analog modes of communication, all four companies used digital modes of communication. Two common characteristics emerged concerning digital means of communication: i) the means and extent of social media platforms and ii) internal digital

communication methods. In all four companies, social media platforms are used. However, similarly to analog means the extent of the use of social media varies across companies. First, there was a common characteristic representing a dominant pattern, it was the use of social media platforms to communicate with employees, applicants, and clients. Three of the four companies are active on multiple social media platforms, offer a blog and make use of YouTube videos to showcase their team, products and company values and activities. The fourth company is less active on social media. Moreover, communication with clients offers information about their services but does not offer a blog or YouTube videos to showcase their final products as is done in the other three companies.

A second common characteristic reflective of a dominant pattern was observed concerning the internal digital communication methods. In three of the four companies, additional digital means are used to communicate with employees. These include a company intranet portal, television screens in meeting rooms and two of the four used projectors for full staff meetings. In the fourth company, a closed Facebook group is used to communicate with employees, but it was reported that not all employees want to connect to the company's Facebook page.

A general observation was made concerning communication. It was observed that in three of the four companies, both analog and digital modes of communication were used more widely than in the fourth company. In those three companies, there was also greater communication among team members, within departments, across departments and with executives.

Onboarding Strategies and Procedures for Immigrants

This section describes patterns in onboarding strategies and processes put into place by the four companies to integrate workers, including immigrant workers. It describes strategies

followed before recruiting begins, the recruiting process, orientation, networking, developmental relationships, access to training, evaluation, and diversity policies. Table 14 below summarizes those strategies and patterns.

Table 14*Onboarding Strategies and Patterns*

Strategy	Specifications	Pattern Strength
Prior to Recruitment		
Business plan	Shared quarterly	Strong (3/4)
Recruitment partnership	Private agency (2) two companies Government funded (2)	Dominant (4/4)
Integration partnership	Housing, bank account, government issued identification, language classes etc....	Weak (2/4)
Recruitment		
Job preview activity	Only for temporary foreign workers	Dominant (4/4)
Informing existing workers of new recruit	Done orally (4) Posted in designated area (1)	Dominant (4/4)
Prior to arrival		
Training for existing workers	Information session (1) Leadership training (2)	Weak (2/4)
Communication prior to arrival	Occasional- Visa processing (2) Information sharing (2)	Dominant (4/4)
Housing, furniture and appliances	Outsourced to gov. agency (2) In-house resource helps (2)	Dominant (4/4)
Additional housing support	Company owned housing (2) Company signed lease (1)	Weak (2/4)
Upon arrival		
Purchase groceries	One week's worth day prior to arrival	Weak (2/4)
Airport pick-up	By an employee (2)	Weak (2/4)

	Outsourced (2)	
Contact information to an employee	For additional support it needed	Weak (2/4)
Access to a company vehicle	Temporarily loaned at no extra cost	Weak (2/4)
Community tour	Done by company employee (2) Outsourced (2)	Weak (2/4)
Introductory activity	Meet and greet happy hour day prior to beginning	Noteworthy/Interesting (1/4)
Additional support	Work schedule, start date, scheduled appointments, support spouses, school registration for children	Noteworthy/Interesting (1/4)
Orientation		
Schedule	Indicating activities and training	Weak (2/4)
Workplace orientation	Half day introduction to company history, mission, values, review employee manual, policies and procedures, introduction to employee portal (if pertinent)	Dominant (4/4)
Workplace orientation tailored to immigrants	Pay dates, salary deductions, vacation dates	Weak (2/4)
Luncheon	With work team (2) With Human Resources (1)	Strong (3/4)
Buddy assigned	Formally assigned	Strong (3/4)
Tailored training	Chunking, scaffolding or going at the speed of the new employee's abilities.	Strong (3/4)
Additional orientation for temporary foreign workers	Quebec history, culture and values training, rudimentary vocabulary	Noteworthy/Interesting (1/4)
Networking		
Employees only	Regular events (3) Annual event (1)	Dominant (4/4) Dominant (4/4)
Employees with families	Company events (3) Company and community events (3)	Dominant (4/4)

	Community events (1)	
Temporary foreign workers only	Fishing (2) Tasting a local dish with colleague (1)	Weak (2/4)
Access to training		
Formal training	Safety and security (4) Leadership training and coaching (2) Externally hired training (2) Information sessions (1)	Dominant (4/4)
On-the-job training	Formally assigned buddy trains according to workers learning abilities (3)	
Organizational learning	One week training (1) Continuous improvement (3) New initiative (1)	Dominant (4/4)
Academic training	Return to school support (financial or time)	Weak (2/4)
Evaluation and feedback		
Pre-established evaluation criteria	Established by the company (3) Established collaboratively with new employee (1)	Strong (3/4)
Scheduled evaluation and feedback sessions	Months one, two, four and annually (1) Months one, three and annually (1) Month three and annually (1) Annually (1)	Strong (3/4)
Diversity and harassment policies	Harassment policies (3) Equity, diversity, and Inclusion policy (1)	Dominant (4/4)
Additional support for temporary foreign workers	Financial and/or immigration paperwork support to bring families	Dominant (3/3)

Prior to Recruitment

Prior to recruitment there are certain preparations and partnerships put into place to streamline the process. There was a strong pattern concerning the strategic business plan. The

four companies have an annual strategic business plan meeting amongst executives. Three of the companies made clear that this is where hiring needs, based on departmental reports, are discussed and target dates for hiring are scheduled with funds allocated accordingly. Three of the four companies share the strategic plan with the entire company staff and outline past sales, short-term sales, and long-term growth objectives. Three companies update employees on the strategic plan and performance on a quarterly basis. The fourth company shares sales data only with family members.

A dominant pattern emerged where all four companies establish partnerships with an external organization to recruit temporary foreign workers. Two of the four organizations partner with a private recruitment agency while the two others partnered with a local non-profit organization funded by the provincial government, that plans hiring missions for local companies. Temporary foreign workers are recruited from various South American countries, one specific country in Africa and France.

A second partnership established by two of the four companies is with a local non-profit organization to whom they delegate certain responsibilities after a temporary foreign worker has been hired and prior to their arrival. Responsibilities delegated to this organization include helping the temporary foreign workers find appropriate housing, opening a bank account, acquiring government identification and community orientation upon arrival. Industrial Gears once used those services but have internalized those responsibilities for two reasons: first, they said the services were expensive and second, to establish a more personal relationship with the incoming temporary foreign workers. Monochromatic Inc., which uses these services, echoed the high cost and lack of customization of services based on newcomers profile (age, marital status, family members accompanying them and other factors).

Recruitment

The four companies have decided to recruit local and temporary foreign workers from abroad. As stated earlier, two of the companies reported they recruit from South American countries, one reported recruiting from both South America and from France while the fourth company focuses on an African nation. To recruit temporary foreign workers two companies, work with a private hiring agency in the target country and two work with a local non-profit government-funded agency that has regular recruitment missions in various countries. Through these agencies, the different companies recruit for different positions that require vocational degrees such as welders, machinists, and engineering designers.

There was a dominant pattern concerning screening of candidates. After prospective workers apply, the agency or government organization screens applicants and pre-selects potential employees, they video records a session where candidates must execute a welding or machining task, or they are given some other job preview assignment that is viewed by the hiring company. The agency or government organization also provides translation support during one-on-one interviews. Three of the four organizations work with a certified immigration consultant or law firm to prepare the legal paperwork required for the visa process.

A dominant pattern emerged concerning job preview activities. All four companies do not provide locals or immigrants who are in the country a job preview task to assess their skills during recruitment. In contrast, temporary foreign workers are all assigned a task to evaluate their skills. In terms of suitability, all four companies are looking for candidates who are open to diversity, capable of working as a team, and demonstrate proactivity by asking additional questions or proposing alternative solutions when faced with a challenge during the job preview assignment. This indicates that in addition to their skills, organizations are focused on

candidates' attitudes and values. Additional questions for temporary foreign workers are concerning candidates' knowledge of the local work culture and motivation to move to Canada.

Locally, the companies advertise positions using online platforms. Those platforms are LinkedIn, Jobillico and Indeed. Online advertisements include company logo, location, the type of contract, number of hours, in some companies the salary, role and responsibilities and a list of benefits that include some of the already mentioned items as well as private health insurance. Three of the four companies state that additional benefits are the company culture, opportunities to learn, access to professional development and social activities.

Prior to Newcomer's Arrival

Prior to new employees' first day they prepare both existing workers and the newcomer. However, the type of preparation differs from one company to the next. A dominant pattern was that all four companies inform existing employees that a new recruit had been hired. Three companies make an oral announcement to their teams while Monochromatic Inc posts on a bulletin board in the main hallway a picture of new recruits, their name, department, and start date.

A weak pattern emerged where two participating companies provide training for existing workers. Alloys Inc. schedules an information session with their non-profit partner to introduce the country of origin of incoming temporary foreign workers. Employees are provided with general cultural information such as geographic location, type of government, the economy, religious groups and so on. Moreover, two of the four companies, Alloys Inc and Monochromatic Inc, provide ongoing leadership training, coaching and co-development for supervisors. Last, Alloys Inc also offers its employees free access to learn a new language by providing access to language learning applications.

A strong pattern emerged where three of the four companies identify a workplace buddy who is a colleague with experience in the position. Alloys Inc and Monochromatic Inc select individuals to be buddies in advance. Individuals who fill this role are either selected or volunteer. Selection criteria at the two companies include: employees with experience in the role that newcomers will be working in and/or those who have the language skills to accommodate non-French-speaking newcomers who are learning the language. In contrast, at Industrial Gears supervisors by default fill this role and they expressed frustration due to two challenges of filling that role: the language barrier and a lack of time to provide guidance.

A dominant pattern emerged where all four companies take specific steps to help temporary foreign workers prepare for their arrival in Canada. All four of the companies reported they communicate with recruits while they are in their home country during the visa paperwork processing. However, the frequency and content of these conversations varied. Monochromatic Inc and Industrial Gears communicate sporadically about the processing of work visas. Alloys Inc and Photons Inc reported they communicate once every two weeks to update on the paperwork, connect on a personal level and share information about the company and the community. Furthermore, three of the four companies connect their new recruits with online French language training.

A dominant pattern emerged where all four companies provided temporary foreign workers with support to find housing prior to their arrival. Monochromatic Inc outsources this responsibility to an external organization while Photons Inc and Alloys Inc., help workers find appropriate housing and purchase the necessary furniture and appliances. Alloys Inc signs the lease for workers for the first year and then transfers the lease to workers who choose to stay in the accommodations and provide an up-front bonus to workers to help furnish the apartment.

Although Industrial Gears has their own building to temporarily house workers, Catherine says she is often subsequently obliged to help workers find longer-term housing and co-signs the lease to re-assure hesitant landlords.

Community Orientation Upon Arrival

The companies employ a variety of strategies for preliminary social integration into the community. A weak pattern emerged where prior to temporary foreign workers' arrival, two of the four companies, Industrial Gears and Alloys Inc, reported they purchase one week's worth of groceries. Upon arrival they also have an employee pick up the workers at the airport to bring them to their new housing accommodation. After arrival they give a tour of the community, give workers access to a company vehicle and a telephone number to reach someone from the company in needed.

A noteworthy pattern is Industrial Gears, they provide a workplace schedule, workers' start date and a schedule of appointments for obtaining government-issued identification, social insurance number and opening a bank account. Likewise, they provide a schedule of when the garbage and recycling passes. Furthermore, Industrial Gears helps to support spouses of temporary foreign workers to access French language courses, in some cases find employment and assistance with school registration. Alloys Inc outsources part of these responsibilities to a local non-profit organization while Monochromatic Inc outsources community orientation in its entirety to a local non-profit organization.

Company Orientation

A dominant pattern emerged where company and job orientation are provided to workers across all four companies and orientation materials are available in French. However, the content and duration vary across the four participating companies. Two companies offer an orientation process that is tailored to the specific needs of temporary foreign workers. A

noteworthy pattern is that one company, Monochromatic Inc, has workers fill all contractual and administrative documents prior to their first day. Two of the four companies, Monochromatic Inc and Industrial Gears, provide an orientation schedule ahead of time.

A dominant pattern emerged where all four companies offer a similar workplace orientation. In all four of the four companies, the orientation is conducted by employees in Human Resources, lasts one morning and is generally the same for immigrant, local and temporary foreign workers with some exceptions. This workplace orientation consists of describing the company history, mission and values, a review of the employee manual, policies and procedures, a tour of the facilities, which coincides with introductions to colleagues during the walk-through and safety and security training. Alloys Inc also reviews information concerning the work portal and explains how and when employees are paid, the content and deductions on pay stubs and local holidays. One of the four companies, Monochromatic Inc, also shared with new workers the expected behaviours, which corresponded with the company values.

A strong pattern emerged where in three companies, workplace orientation ends with a luncheon with their new colleagues and in the afternoon, they are sent to their department where they are formally assigned a buddy to conduct job orientation. This job orientation is tailored to the learning speed and needs of individual workers as is discussed further in the section below that discusses access to training. As part of job orientation one of the four companies, Monochromatic Inc, reviews with the new worker the company's strategic plan and the short-term and long-implications it has for the new worker's specific position. A similar exercise is done by Alloys Inc but on a quarterly basis with the entire staff. Photons Inc is in the process of developing a four-year strategic plan that they plan on sharing with its staff subsequently.

A noteworthy pattern was Industrial Gears' orientation, which differs for local and temporary foreign workers. Local workers or immigrants recruited locally, receive a half-day orientation consisting of reviewing and signing their contract and employee manual with company policies, safety and security training and a walk through the facilities prior to being sent to their workstation. Temporary foreign workers' orientation lasts one week and is a mix of workplace, job, and cultural orientation. They are provided rudimentary history lessons about the province, information about Quebec culture and values, rudimentary language training, a review of a company-made dictionary with colloquial words for tools and terms used in the workplace and a review of work processes. After one-week they are assigned to their machine and begin working.

Networking

A dominant pattern emerged where all four companies organize activities for their employees to socialize but the frequency and type of activities differ. Three of the four companies regularly organize activities within the company for employees to socialize across departments and ranks and include a happy hour, mixology courses and offering treats or snacks on special occasions. One of the four companies only offers a Christmas luncheon. All four companies organize activities that are open to all workers and their families. These activities include apple picking, visiting a sugar shack, attending local university sporting events and a beachside BBQ.

Two of the four companies offer temporary foreign workers a special activity. Alloys Inc invites new temporary foreign workers the first week after their arrival to go fishing and eat poutine, a local Québécois dish made of fries, cheese curds and gravy, with a local colleague. An Industrial Gears executive, Catherine and her sons invite temporary foreign workers to go ice fishing the first winter they are in the country.

A second dominant pattern observed in all four companies was that there is an opportunity to network or socialize with colleagues through internal working committees. In two of the four companies, Photons Inc and Monochromatic Inc which are companies founded more recently and manufacture high-technology products, participation in internal working committees is optional and workers come from across different departments. In the two other companies, Alloys Inc and Industrial Gears which were founded in the 1970s and were or continue to be a family company, the working committees are mandatory and intradepartmental. A dominant pattern emerged where in all four companies, participants said the restrictions due to the COVID-19 pandemic made socializing and networking more challenging.

A noteworthy pattern emerged at Industrial Gears where challenges of organizing networking events were described as mixed feelings about which activities to offer, personal time constraints, age difference and a segregated cafeteria. Immigrant participants who had access to a wide variety of social activities inside and outside of the workplace with local workers expressed the most satisfaction.

Developmental Relationships

A dominant pattern emerged concerning developmental relationships. Three companies showed similarities while the fourth highlights the predominant pattern. In three of the four companies, participants were formally assigned a buddy, a senior colleague, who provided job orientation and was always available to answer questions. At Industrial Gears, the immediate supervisor and to some extent workers in quality control departments fill this role.

Access to Training

Across companies, there were three dominant patterns and one strong pattern that emerged concerning the types of training the companies offer new employees. The four types of

training were: formal training, on-the-job training, organizational learning, and academic training.

Formal Training. The first dominant pattern was the presence of formal training across all four companies. They provided a formal training for workplace orientation and safety and security. Two of the four companies, Photons Inc and Monochromatic Inc, are willing to provide formal training from external sources when requested by employees and if it aligns with company objectives and their position. Two of the four companies, Alloys Inc and Monochromatic Inc, also provide formal leadership training and coaching to their supervisors. In Alloys Inc this includes co-development sessions. In a third company, Industrial Gears, leadership training is provided to specific supervisors when identified as necessary by executives, but it was said to happen less frequently. Alloys Inc, offers workers across ranks and departments information sessions concerning the culture and country of incoming temporary foreign workers.

On-the-Job-Training. The second dominant pattern was the presence of on-the-job-training across all four companies. Three companies showed similarities while the fourth company highlights the predominant pattern. In three companies, Monochromatic Inc, Photons Inc and Alloys Inc, new workers reported having easy access to an assigned buddy, a supervisor or a colleague who could help guide them when they had questions. A second pattern was that these three companies also assigned new workers with an initial task that was less complex. At Alloys Inc, strategies to facilitate on-the-job learning included chunking a task and assigning a low-stakes task for internal use. At Monochromatic Inc supervisors are provided with a list of criteria of how to select an initial task and workers are provided access to videos and documents of how to assemble a specific product or always execute a specific task through their internal portal. Supervisors in all three companies are instructed to adjust the complexity of work assigned

according to the speed at which new workers learn. In contrast at Industrial Gears, despite some adjustments to new workers' capacities, workers are expected to perform after their one-week orientation and supervisors say they have little time to coach new workers.

Organizational Learning. The third dominant pattern was the presence of some form of organizational learning across all four companies. In three companies, there are a variety of activities to support organization development that appear to be part of the company culture while in the fourth it was being implemented for the first time. At Alloys Inc, Monochromatic Inc and Photons Inc there is a culture of continuous improvement. At these three companies, change is a process that involves all workers. At Alloys Inc they have adopted a 'Toyota' style of management and various work groups identify challenges in the workplace whether they are social or job-related and they are involved in identifying solutions. Similarly at Photons Inc employees are involved in 'Kaizen' sessions where workers are involved in discussing challenges and potential solutions and the voluntary working committees. Similarly, Monochromatic Inc offers workers with the option to participate in voluntary committees and invites workers by department to suggest solutions to existing process challenges. At Industrial Gears, at the time of the data collection, the Human Resource coordinator was implementing the first sessions to brainstorm collectively solutions and promote organizational change that will have employee buy-in.

Academic Training. The fourth pattern, a weak one in two of the four companies, was that participants are provided with support to go to school and pursue a degree in an academic setting. Two of the four companies, Monochromatic Inc and Alloys Inc, offer various forms of support for academic training to their workers. Monochromatic Inc gives workers time off to attend classes or allows them to bank hours spent studying outside of work hours towards

additional vacation days. The same is true at Alloys Inc but they also pay for tuition fees when workers successfully complete a course.

Evaluation and Feedback

Finding patterns across companies concerning evaluation and feedback was more challenging because two of the participating companies did not provide access to evaluation criteria. What did emerge from the interviews is that each respective company has its own criteria and frequency and type of feedback they provide. There was a strong pattern where three of the four companies have pre-established evaluation criteria for their employees. Two of those companies have a numerical value and/or weight across the various criteria while the third uses traffic light colours to indicate performance. One company established criteria for workers in each specific position. Another has two sets of criteria, one common to all workers and a set specific to each position. A noteworthy pattern emerged in Monochromatic Inc, where performance criteria are established collaboratively with each employee after the first month of work.

The frequency of formal and informal assessments also varied across the companies. As mentioned earlier, in all four companies, locals or immigrants who are in the country are not given a task to evaluate their skills during recruitment. In contrast, temporary foreign workers are assigned a task to evaluate their skills.

Although the frequency of additional formal evaluations varies across companies, the dominant pattern is that the frequency is the same for all workers: locals, immigrants, and temporary foreign workers. Industrial Gears formally evaluates workers annually, Photons Inc after the third month and annually, Alloys Inc evaluates workers at the end of the first and third month and then annually. Monochromatic Inc evaluates workers at the end of the first, second and fourth months and then annually. In all four companies, informal feedback is provided by

supervisors during job orientation and throughout the year. None of the companies evaluate workers past the fourth month until their annual evaluation.

Awareness and Understanding of Performance Criteria. There was a dominant pattern concerning participants' awareness and understanding of performance criteria. Three companies showed similarities while the fourth company highlights the predominant pattern. In three companies, where additional formal performance feedback is provided, all participants were satisfied with the job orientation and support they were provided and none of the participants mentioned the evaluation criteria or signalled confusion about the criteria. In the fourth company, where formal feedback is provided annually, the two temporary foreign workers who participated expressed uncertainty about the evaluation criteria and challenges with job orientation.

Diversity and Harassment Policies. A dominant pattern emerged concerning diversity, equity and inclusion policies and harassment policies with specific steps workers should take if they feel they are victims of discrimination or harassment and potential consequences. The dominant pattern was that the presence of a policy, whether a harassment policy or an equity, diversity, and inclusion policy, appeared to be linked to the social atmosphere in each company. Two of the companies reported having a harassment policy and two companies reported having an equity and diversity policy. Participants who consistently expressed satisfaction with the social environment came from companies with different policies in place. Moreover, a weak pattern emerged in two companies where one had an equity and diversity policy while the other had a harassment policy, and in both companies, an immigrant in one and a temporary foreign worker in the other, expressed concern about the social atmosphere.

Additional Support and Retention Strategies for Temporary Foreign Workers. There was a dominant pattern that emerged concerning the additional resources and support provided to temporary foreign workers. In all three companies, where the companies have experience hiring temporary foreign workers, they provide temporary foreign workers with assistance to bring their families to Canada. In all three companies, the employers provide guidance and access to lawyers or immigration consultants to help prepare the necessary immigration paperwork. In two companies this includes financial assistance where funds are either loaned or a certain sum is covered by the employer.

Perceptions of the Company and Their Onboarding Experiences

This section describes immigrant and non-immigrant workers' perceptions of their workplace and onboarding experiences. Specifically, this section explores four issues related to those perceptions: company perks, the advantages, and challenges of hiring immigrant workers, advised proactive behaviours, and areas for improving onboarding.

Company Perks

Participants were asked to identify what are the advantages of working for their respective companies. Four patterns emerged from across the four companies were: i) good working conditions, ii) good relationships with supervisors and/or colleagues, iii) stimulating work and opportunity to learn and iv) social activities.

Pattern 1. Good Working Conditions. First, there was a dominant pattern concerning good working conditions. Participants at all four companies spoke about having good working conditions for a total of 20 of 28 participants discussed this point. Nine of the 11 immigrant participants, a strong pattern, also raised the benefit of having good working conditions.

However, participants spoke of many different elements to describe good working conditions that included a flexible work schedule to run errands or take care of personal matters, working

Mondays to Fridays with weekends off, optional over-time or paid over-time, having a clean and quiet work environment and a good salary. A dominant pattern emerged among the nine immigrants who consistently across the four companies praised the fact that they have a flexible work schedule to manage personal matters. A second strong pattern that emerged amongst immigrants, discussed in three of the four companies by seven of the nine immigrant participants was having a Monday to Friday schedule with time off to spend with family on the weekends.

Pattern 2. Good Relationships with Supervisors and/or Colleagues. A second dominant pattern that emerged as an advantage of working for their organization was having a good relationship with supervisors and/or colleagues. This was raised 18 of 28 participants and five of the 11 immigrant participants. Some participants referred to supervisors and management as being innovative in how they deal with employees, helping them build autonomy while others referred to supervisors as being empathetic and understanding of the needs of workers. The fourth company highlights the predominant pattern. Participants there, all locals, described management as “traditional”.

Moreover, conflicting views emerged concerning relationships with colleagues. In two companies, immigrant participants did not raise issues with developing relationships with colleagues and praised an atmosphere of teamwork. However, in the two other companies, concerns were raised. At Industrial Gears, local participants praised having a convivial atmosphere with colleagues but also observed that immigrants and locals self-segregated in the staff lounge. One of the two immigrant participants expressed concern that the segregation was problematic and hoped it could be resolved. He also noted that at times colleagues make jokes reflective of popular media stereotypes that he does not appreciate but when he advocated for himself the jokes stopped. In Alloys Inc an immigrant participant from the factory floor felt that

while he had a good relationship with his supervisor this was not the case with his local colleagues. In contrast, a second immigrant participant at Alloys Inc, who was in a managerial position, praised his good relationships with supervisors and colleagues alike. This dichotomy may be an indication that building positive relationships with supervisors may be easier than with colleagues, and that an environment that promotes teamwork may contribute to helping overcome this challenge. However, other factors that impact those relationships may include a worker's position within the company hierarchy, their interpersonal skills, acculturation strategy, age differences and personal interests as observed in Industrial Gears.

Pattern 3. Stimulating Work and the Opportunity to Learn. A third dominant pattern that emerged was the advantage of having a work environment that participants felt was stimulating and/or provides the opportunity to learn. This was expressed across all four companies, by 22 of the 28 participants and 10 of the 11 immigrant participants. Participants voiced a dislike for engaging in redundant tasks, enjoying contributing to developing company processes, and praised having access to training related to their work, learning how to operate a new machine or being able to return to school. One immigrant participant expressed a desire to return to school to complete a degree related to company needs. It was also noted that in three companies the factory workers are rotated and/or trained to work on various types of machines and/or products.

Pattern 4. Social Activities. A strong pattern that emerged, in three of the four companies was the advantage of having access to social activities organised by their employer. However, the pattern among participants was only an interesting one discussed by nine of the 28 participants and only three of the 11 immigrant participants. Moreover, participants who praised these activities were largely in managerial positions or supervisors seven of the nine participants who discussed the importance of social activities were in managerial positions and two, one

immigrant and one local participant, were in a non-managerial position. Those in managerial positions explained that social activities are important for a variety of reasons that included: promoting networking across the company to better understand the different roles and responsibilities socializing to form collegial bonds in a less formal context and have some fun, learning about colleagues and particularly about immigrant colleagues and promoting feelings of inclusion. The two non-managerial participants expressed an appreciation for the social activities offered in the workplace and received free tickets or discounts to participate in activities offered in the community.

In the fourth company, three challenges are associated with organizing social activities. First, there was uncertainty about what type of activities should be offered that would interest a wider range of workers. Some participants referred to the fact that they are older and do not have the same interests as younger workers who are in a different phase in their lives. Second, there was a question of time constraints in the workplace and working with tight deadlines and emergency repairs that made it difficult to dismiss workers earlier or provide longer breaks to organize a social activity. Last, local participants spoke about wanting to spend the little free time they have with friends and family, not with work colleagues.

Perceived Retention Challenge: Salary

A dominant pattern emerged concerning management's perception of salary as being a retention challenge in the workplace. Management from across all four companies said they felt that as a small to medium enterprise, they are unable to compete with the substantially higher salaries offered by large and multinational companies in the region. This was surprising because only two of 28 participants explicitly expressed a desire for a higher salary, eight participants said they preferred to maintain their quality of life than make more money, while the remaining 18 participants made no comment about salary. Moreover, six of the 11 immigrant participants

felt that money was not the most important factor that drives their retention. Aspects that they cited as being more important were: work-life balance, having time for family, having opportunities to learn and advance and recognition for their contributions. Three immigrant participants made no reference to salary but said they were very happy with their current employer. One immigrant participant said the company offered a good salary, but he wanted more, and one said he would like to have his salary re-evaluated sooner rather than having to wait for the annual evaluation.

Advice for New Employees to Improve Their Own Integration

When asked what advice participants would give to an immigrant worker, how to help themselves integrate into the workplace, four major recommendations emerged.

First Integration Recommendation: Learn French. First, the dominant pattern across all four companies, discussed by 21 of 28 participants was the importance of learning the language and improving those skills after arrival. Among immigrant participants, it was a strong pattern with 10 of the 11 immigrant participants speaking about the importance of language proficiency. Insofar as economic immigrants are concerned there is usually a requirement for them to have some knowledge of the local language. However, when companies cannot hire existing economic immigrants, as is the case for all four companies in this study, they turn to temporary foreign workers for whom there is no minimal language proficiency requirement. There is a minimal language proficiency requirement when they apply for permanent residence, which may be done after 24 months in the country and having been gainfully employed for 12 months (MIFI, 2022c). For this reason, in recent years the Quebec provincial government granted temporary foreign workers access to French language classes provided by the local school boards.

Second Integration Recommendation: Be Willing to Learn About the Job and Company

Processes. A dominant pattern across all four companies and discussed by 15 of the 28 participants was the importance of being open to change and learning new work processes and ways of doing things. Among immigrant participants, it was a strong pattern with seven of the 11 immigrant participants speaking about the importance of being flexible, willing to learn and open to change or alluding to this by speaking about having to adjust to different work culture. Participants across sites indicated that newcomers should not take for granted that the processes used in other companies are the same in the current company. To help newcomers to be open, to learn and adjust to new processes and work methods immigrant and local participants suggested a variety of strategies. These strategies include: conducting an internet search and speaking to employees across departments and ranks including management, sales and those who have been there for a long time to learn more about the company's history, products, clients, markets and competitors. It was suggested to avoid using past experiences to define or anticipate how things will run in the new company or automatically assume they have a better way of doing things. As such recommended behaviours include asking questions, asking for instructions to be repeated and asking for help.

Third Integration Recommendation: There are Benefits to Being Sociable. A dominant pattern across all four companies, discussed by 20 of 28 participants, was concerning the benefits of being sociable. Among immigrant participants, it was a strong pattern with eight of 11 immigrant participants speaking about the benefits of being sociable in the community and the workplace. Some participants focused on the importance of existing employees being sociable while others discussed the importance of newcomers being sociable. Specific benefits of being sociable are the opportunity to engage in incidental informal learning for both locals and

immigrants. Things that could be learned include the local language, the subtleties, and local expressions, learning about the company culture, learning about the community culture, learning different ways of working or strategies to resolve a problem and building workplace support networks to help manage stress in the workplace.

However, participants and data also indicated that there may be challenges associated with encouraging people to be sociable. These challenges may include personality traits such as shyness or being an introvert, an age gap that may make it difficult to connect, locals having their own established networks, insufficient time, or opportunities to talk with others during the workday, a language barrier or racism. Participants identified specific behaviours that may help existing and new workers be more sociable. These behaviours included: showing empathy and trying to put oneself in another person's shoes, engaging in work-organized social activities, greeting people with a smile and saying hello, going out of one's way to introduce yourself to a new colleague, and pushing oneself to sit with employees of different cultural backgrounds or outside of an existing workplace social network, engaging in small talk, making jokes and using self-deprecating humour to ease potential tension. However, it was noted by immigrant and local participants that newcomers should be aware that although workplace colleagues may sometimes become friends, immigrants and newcomers should strive to develop personal relationships with people in the community. As such, it was suggested that newcomers participate in organized activities in the community to connect with locals outside of the workplace.

Suggestions for Strengthening Onboarding of Immigrants

Participants were asked to identify what are the most pressing changes that needed to be made to company immigrant onboarding processes and which stakeholders should be involved in making those changes. There were six patterns that emerged concerning what needed to be addressed to strengthen onboarding. The six patterns are the need to: i) provide additional

training for existing workers, ii) improve and refine onboarding programs, iii) recognize immigrants' education credentials and professional experience, iv) improve the length, cost and complexity of immigration paperwork, v) improve accessing general information about the local culture and vi) improve accessing French language courses. However, the stakeholders that needed to be involved in the process were not consistently identified across the companies and participants.

First, a dominant pattern was concerning the need to provide additional support, training, and policies to better prepare existing workers for incoming immigrant workers. This was expressed across all four companies, by 20 of the 28 participants and six of the 11 immigrant participants. However, the type of training and support that was identified differed across companies and participants. Elements discussed or emerged as lacking included developing a robust equity diversity and inclusion policy, providing supervisors with the tools to overcome language barriers, dealing with conflict in work teams, motivating their teams, providing existing workers with information about cultural norms and customs of incoming immigrant workers and building awareness of stereotypes regarding immigrants. Moreover, local participants expressed not knowing how they may support the integration of immigrant workers. As such, there appears to be a need for additional training for existing workers, who are not in managerial positions and who do not have a formal developmental relationship role, concerning how they can support the integration of immigrant newcomers.

Second, a dominant pattern emerged concerning the need to improve and refine organizational onboarding programs. This was identified across all four companies, by 13 of the 28 participants and six of the 11 immigrant participants. From the management's perspective, there is a desire to have access to and understanding of the most effective onboarding practices

when recruiting immigrant workers. There was also a desire to understand how organizations can better support the family members of immigrant workers and temporary foreign workers beyond organizing social activities, to which families of workers are invited. Immigrant participants' views appeared to depend on the state of onboarding development and company culture. Immigrants working for organizations with robust programs were more satisfied with their employers. However, immigrants whose employers had less robust programs but offered a culture of communication and learning also expressed more satisfaction with their employers.

Third, there was a strong pattern that emerged concerning the need to recognize immigrants' education credentials and professional experience. This was identified across three of the four companies, by 12 of the 28 participants and nine of the 11 immigrant participants. This pattern included discussions concerning the non-recognition of immigrants' diplomas by professional orders and the need to improve that process. However, there was also a discussion concerning non-regulated professions. There were two participants in management positions that spoke to this and had opposing views. One participant explained that foreign education credentials and professional experience are not equivalent to Canadian credentials and experiences. As such, he struggled to place temporary foreign workers on the company pay scale and would like additional government guidance in this regard. In another company, management recognizes immigrants' education credentials, those not regulated by a professional order, and foreign work experience as equivalent to locally acquired education credentials and professional experience. The latter increased immigrant satisfaction with their employer and increased employees' feeling of being perceived as competent and bringing value to the company.

Fourth, a dominant pattern emerged concerning the length, cost, and complexity of immigration. This was identified across all four companies, by 11 of the 28 participants and six

of the 11 immigrant participants. Amongst local participants' they spoke about the costs, the complexity of the paperwork to hire temporary foreign workers and re-new visas, the long wait times and the need for more information concerning the process. Two local managerial participants called for financial accommodations to be made for small to medium companies struggling to recruit workers. One local managerial participant said the government-funded organization that helped them recruit temporary foreign workers was very helpful. The six immigrant participants who raised this issue re-iterated the same factors adding that the same was true for acquiring permanent residence. One participant said that if his employer had not handled the immigration paperwork and costs for himself and his family he would not have come to Canada.

Fifth, a strong pattern emerged concerning the need for better access to general information about the local culture. This was identified across three of the four companies, by 11 of the 28 participants and five of the 11 immigrant participants. According to locals, immigrants need to understand the local work culture in terms of horizontal hierarchies, respect for women in the workplace and providing ideas of activities they may participate in during the long winter months. In contrast, immigrants called for better access to general information about everyday life. The type of information they sought included preparing a budget prior to arrival, knowledge of different stores and price points, acquiring a driver's license, opening a bank account, understanding the local health, banking, taxation, and education system, how to acquire equivalences for their education credentials as well as additional information about community events and activities. Four of the five immigrant participants who expressed a need for this type of support either had a limited or non-existing network to help them with social integration upon arrival or at the time they needed help. The fifth participant who addressed this topic had a

strong support system for social integration and observed that not everyone has the same access to information. Of the four participants who lacked social integration support, one worked for a company in the early stages of developing an onboarding program, one worked for a company that outsourced community orientation to an external organization and two found themselves in an environment where developing collegial relationships with locals is challenging.

Last, a strong pattern emerged concerning the need for better or additional access to French language classes. This was identified across three of the four companies, by 10 of the 28 participants and six of the 11 immigrant participants. Four local participants, all from Industrial Gears, spoke about the need to provide better access to French language courses to temporary foreign workers prior to and after arrival. It was observed by three participants that language courses are more difficult to access once employees begin working, particularly those who have a rotating shift. Two immigrant participants from Monochromatic Inc expressed frustration that they were no longer eligible for government-sponsored French classes because their level of French was deemed too high, but they were happy that their employer was willing to subsidize private French language courses.

Concluding Thoughts: The Future of the Companies

Despite differences in geographic location, products and services and organizational maturity, four patterns emerged across the four companies. These patterns concerned participants' perceptions of i) the future viability of the company, ii) satisfaction with company culture and the approach to onboarding, iii) locals' perceptions of immigrant workers' skills and iv) company support needs. Three companies showed similarities while the fourth company highlights the predominant pattern.

First, there was a dominant pattern concerning participants' perspectives and optimism about the future of their respective organizations. In three of four companies, participants were

unanimously optimistic about the future of the company. The fourth company presented mixed feelings where executives and immigrant workers were optimistic, middle management and one of the two non-managerial local workers were concerned about the loss of knowledge due to turnover and retirements of local workers.

Second, there was a dominant pattern concerning company culture. Three of the four companies had a culture of communication, teamwork, and organizational learning. In the fourth company, communication was considered challenging by participants across ranks and solutions to resolve this differed as well. Moreover, in the three companies where there was a culture of communication, teamwork and learning, onboarding was a two-way process where training was provided for existing workers and newcomers. Likewise, job orientation was perceived as being customized to individual learning abilities. In the three companies, management expressed a need for more onboarding best practices to help develop and refine their programs. In the fourth company, where communication, teamwork and learning were not part of the company culture, onboarding practices were a one-way process where the focus is on training newcomers and refining existing practices for temporary foreign workers.

Third, there was a dominant pattern concerning participants' perception of immigrant workers' competence. Three of the four companies perceived them as competent and having the skills needed to do the work they were hired for. In the fourth company, local participants said immigrants lacked the skills needed. However, they felt their immigrant recruits had the capacity to learn the skills necessary but that it would take time. This perception was confirmed by immigrant workers who shared an experience where they identified a problem, and their concerns were not acknowledged by supervisors.

Last, the onboarding programs of all four companies are varied, ranging from rudimentary for all workers, to uniquely focused on the needs of temporary foreign workers or well-developed but requiring refinement for immigrant workers and temporary foreign workers. This may explain why the suggestions for strengthening onboarding vary from one company to another making it difficult to identify strong or dominant patterns across different categories of participants. In sum, all four companies appear to be operating with insufficient knowledge and understanding of what the most effective onboarding practices and needs are of immigrant workers and temporary foreign workers alike. Adjustments to onboarding programs are made by trial and error.

Chapter Ten: Discussion

The purpose of this chapter is twofold. The first purpose is to answer the five research questions based on the individual and cross-company analyses from the previous chapters. The second purpose is to present an onboarding model adapted to the needs of small to medium enterprises (SMEs) in non-gateway locations, defined as smaller cities and towns which attract fewer immigrants. Onboarding is defined as new employee attraction, hiring and skills development programs, credited with improving an organizations' ability to attract and retain new employees (Van Maanen & Schein, 1979). The five research questions are:

1. What onboarding strategies are non-gateway manufacturing SMEs adopting to recruit train and retain immigrant employees with technical or trade skills?
2. What are the perceived challenges that non-gateway manufacturing SMEs encounter when trying to recruit, train and retain immigrant employees with technical or trade skills?
3. How do non-gateway manufacturing SMEs see immigrants as meeting their labour needs and what drives this vision?
4. What are non-gateway manufacturing SMEs perceptions of government and non-government services available to them and what additional support do they need to successfully recruit, train and retain immigrant employees with technical or trade skills?
5. What are the onboarding experiences and challenges of immigrants with technical or trade skills in non-gateway SME manufacturing companies?

Answering the Research Questions

Based on the findings of the four individual companies and cross-company analyses this subsection answers the five research questions. The previous chapter, the cross-company analysis, addressed certain aspects of the research questions. For this reason, there are patterns and elements in this chapter that repeat what was discussed in the previous chapter. However,

the discussion in this chapter synthesizes those findings to explicitly answer the research questions.

RQ #1: What Onboarding Strategies are Non-Gateway Manufacturing SMEs Adopting to Recruit, Train and Retain Immigrant Employees with Technical or Trade Skills?

The onboarding strategies, the activities designed and implemented to onboard new workers, that emerged as dominant or strong, identified in four or three companies, may be summarized as a seven-step iterative process. The seven steps that reflect dominant and strong patterns are i) prepare an onboarding action plan, ii) advertise and recruit strategically, iii) prepare existing and incoming staff, iv) offer an orientation program, v) offer support for social integration, vi) follow-up and invest in workers and vii) evaluate the onboarding process.

Prepare an Onboarding Action Plan. Preparing an onboarding action plan emerged as a dominant pattern where three of the four companies used the same strategies, and the fourth company highlights the predominant pattern. The non-gateway SME manufacturers in this study prepare an onboarding action plan that consists of strategic business planning, promoting a continuous improvement culture and promoting a culture of managerial and collegial support through teamwork.

Prepare a Strategic Business Plan. A dominant pattern emerged where all four companies develop a long-term strategic business with an annual planning period to identify hiring needs and allocate resources. This strategic plan is then disseminated across the company. There was a strong pattern where three of the four companies share their five-year business plan and progress, on a quarterly basis with all employees across departments and ranks. In contrast, Industrial Gears share this plan only among executives that are part of the family and sales are never under any circumstances reported to individuals outside of the family.

Promote a Continuous Improvement Culture. A dominant pattern emerged where all four companies promote some form of continuous improvement activities. A culture of continuous improvement is one that engages workers across departments and rank to identify and eliminate waste in the system and across processes with the intention to enhance performance (Bhuiyan & Baghel, 2005). In other words, employees from across all departments and ranks are consulted to identify workflow issues and propose solutions. In three companies it was considered part of the company culture, but the application differs across the four companies.

In two companies, Photons Inc and Monochromatic Inc, this is encouraged informally and formally. Informally within departments, workers notify supervisors of issues with existing processes and propose solutions. Formally there are working committees that include a social committee, a green committee, a community outreach committee, sports coaching programs and so on. Participation is voluntary and open to all workers. Photons Inc has working committees and use Kaizen problem-solving sessions, a Japanese management system where an interdisciplinary team works to quickly understand and identify solutions to an inefficient process (Farris et al., 2008). Management meets with the entirety of each department to understand different perspectives and proposed solutions. Alloys Inc continuous improvement is a formal mandatory interdepartmental activity held quarterly that is remunerated. Workers meet to identify problems, propose solutions and plan how to implement the proposed solutions.

Industrial Gear's highlights the predominant pattern as it presents an opposing perspective of continuous improvement with conflicting perspectives of the roles of workers in decision-making. The Human Resource coordinator introduced a novel continuous improvement initiative. However, this was not considered to be part of the company culture, executives felt involving workers was inappropriate, time-consuming, and inefficient while

middle management perceived the use of collective efforts as essential to promoting change in people's behaviour to improve productivity.

Work on Company Culture and Branding. To enhance onboarding and retention companies worked towards developing a culture that promotes three characteristics and its employer brand in the community. The first characteristic, a dominant pattern observed in three companies and the fourth highlighted the predominant pattern, was communication. Communication was promoted in the three companies by holding team meetings to discuss the evolution and challenges of projects offering meeting spaces for workers to hold team meetings, using an open-concept layout and through a horizontal organization chart.

Industrial Gears highlights this predominant pattern because communication was described as challenging by all workers but also described as important and objective they are working towards. There were no team meetings to discuss the progress of projects, there is minimal interaction among local and immigrant staff in the lounge during breaks and immigrants felt supervisors did not value their past experience. Apart from the staff lounge, there were no dedicated meeting spaces, the two main departmental supervisors' offices were located on opposing ends of the building and administrative workers had closed office spaces. Furthermore, the organization chart was described as "traditional" or "a family company" where decisions are top-down and conflicts among family owners made it difficult to implement change. Interestingly, Alloys Inc's structure, prior to being bought out by a consortium of partners, was described in the same manner as Industrial Gear's current situation.

The second cultural characteristic that emerged as a strong pattern among three of the four companies was creating a fun and familiar work environment. The three companies

organized social activities in and outside of the workplace. These will be discussed further in the section below that describes networking opportunities and social activities.

A third cultural characteristic that emerged as a strong pattern among three of the four companies was the importance of teamwork. Six of the eleven immigrant participants identified this as an important characteristic of the workplace. Interestingly, the role and responsibilities of the immigrant workers were not group tasks. When they discussed teamwork as being part of the culture, they referred to the ability to turn to managers and colleagues for support. This aspect will be discussed further in the section below 'offer support for social integration'.

A fourth characteristic that emerged as a dominant pattern among three of the four companies was the importance of promoting their employer brand in the community. This was the case for three of the four companies while the fourth highlighted this pattern by serving as an opposite example. The three companies used various strategies to promote their Human Resource brand that included: volunteering, participating in local community events, financing local community events, student organizations and/or science fairs. They also place emphasis on the employee experience in the company and boosting workers' satisfaction through their culture. In contrast, Industrial Gears focused uniquely on client satisfaction.

Advertise and Interview Strategically. All four companies put into place strategies to advertise and interview strategically. Among those strategies, three dominant patterns emerged concerning the categories of workers recruited, strategic advertising methods and strategic interview methods.

Categories of Workers Recruited. The first dominant pattern was the category of workers recruited. All four companies look towards three categories of workers to fill open positions: non-immigrant workers, immigrants in the community if any are present and temporary foreign

workers. They are willing to hire temporary foreign workers who are already on the territory and pay the fees to re-assign closed work permits and they also go abroad to recruit this category of workers.

Strategic Advertising Methods. The second dominant pattern that emerged is the methods used to advertise in the community and internationally. Locally all four companies promote positions using online job sites and company social media. However, as mentioned in the previous chapter the extent to which this is done differs among the four companies as they do not all use the same number of social media platforms. A strong pattern emerged where three of the four companies also facilitate recruitment by promoting their brand and name recognition by participating in community-organized sporting events, volunteering or funding university student groups or science fairs to promote name recognition of the organization within their community. Furthermore, a strong pattern where three of the four organizations offer a referencing bonus for existing staff who refer a new hire. Part of the bonus is paid up-front while the balance is paid after the new hire completes six months. In the case of recruitment of temporary foreign workers, a weak pattern emerged whereby two companies hire a private recruitment agency in the target country while two other companies hire a local non-profit government-funded agency that has regular recruitment missions in various countries.

Interview Strategically. The third dominant pattern that emerged is the methods used to interview in the community and internationally. Locally and internationally, there was a dominant pattern where all four companies screened candidates prior to the interview. However, methods of screening differed across companies and whether they hired locally or internationally. Locally all three companies place a pre-interview call with potential candidates to validate their interests and specifics about their profiles. Internationally, three of the four

companies allow the agency they hired to pre-screen international candidates. One company said they screen local and international candidates' activity on social media platforms. Moreover, a dominant pattern emerged where all four companies identified a common set of criteria for the suitability of local and international recruits: openness to diversity, ability to work as a team and capacity to be proactive by asking questions and proposing solutions when faced with a challenge.

An additional dominant pattern emerged concerning interview strategies, specifically job preview activities. In all four companies, a job preview activity is not required for candidates on the territory, and retained candidates are informed within a week after the interview. In contrast, in three of the four companies, a strong pattern, international recruits must complete a job preview activity. This indicates that those recruited locally are not subject to the same rigorous screening process as those recruited internationally. Thus, local recruits do not benefit from the same anticipatory socialization opportunities, opportunities for the company and new employees to learn about one another, the skills, and resources available and necessary to make a good fit (Feldman, 1976).

Prepare Existing and Incoming Staff. The results suggest that the onboarding process is bi-directional whereby organizations prepare and provide training for incoming staff and existing staff. There was a strong pattern where three organizations prepared existing workers and a dominant pattern where all four organizations prepared incoming staff.

Existing Workers. There was one dominant pattern, one strong pattern and two noteworthy patterns that emerged concerning the type of support provided to existing workers. First, there was a dominant pattern where existing staff are informed of new incoming workers. However, the strategies to inform existing staff varied across companies and included word of mouth,

written memos and in one company there was a designated bulletin board where the newcomer's picture, name, department and first day on the job was posted.

Second, a strong pattern was reported where three of the four companies identify a workplace buddy that is a colleague with experience in the role and those who volunteer for this role. This practice of carefully selecting buddies is crucial because the efficacy of buddies and their ability to provide structured on-the-job training activities depends on their intrinsic motivation (Choi, Lee & Jacobs, 2015). In contrast, at Industrial Gears supervisors fill this role and they expressed frustration due to the language barrier and the lack of time to provide guidance because of the tight deadlines they work with.

Third, a weak pattern emerged where two of the four companies, Alloys Inc and Monochromatic Inc, provide ongoing leadership training, coaching and co-development for supervisors. These training sessions are to help managers and supervisors develop skills to deal with various challenges and conflicts that may arise in the workplace. In Industrial Gears Inc., one supervisor was offered training of this nature on one occasion, but it is not done on a regular basis.

Last, two noteworthy patterns emerged, in Alloys Inc and Monochromatic Inc. In the former existing staff are provided with an information session about the country of origin of incoming temporary foreign workers and provided access to online apps to learn a new language. In the latter managers are supplied with an onboarding checklist and criteria to follow when assigning workers with their first task.

Incoming Workers Recruited Locally. For new recruits, locals or immigrants who are already on the territory, there was a strong pattern whereby three of the four organizations did not provide any information prior to their first day on the job outside of their start date and time.

Only Monochromatic Inc, shared with incoming staff prior to their first day on the job administrative paperwork and communicated the timeline, steps and activities to new employees who are grouped together for the introductory training session. This lack of information concerning the timeline, steps and activities are consistent with individualized content and context tactics from van Maanen and Schein's (1979) model and institutionalized social tactics, providing collegial and managerial support, which is well documented in the literature as being most influential (D'Abate, Eddy & Tannenbaum, 2013).

Incoming Temporary Foreign Workers. A dominant pattern emerged whereby all four organizations provide temporary foreign workers with some degree of support prior to their arrival in the country. There were three dominant patterns that emerged, but the strategies and degree of support vary from one organization to the next. The first dominant pattern was that all four companies communicated with recruits while they are in their home country awaiting the processing of their travel and work permits. A strong pattern, in three of the four candidates on the territory are not required to do a, was they connect their new recruits with online French language training. A weak pattern was that two companies, Alloys Inc and Photons Inc, communicate with recruits once every two weeks to update them on the paperwork, connect on a personal level and share information about the company and the community. In contrast, two companies Monochromatic Inc and Industrial Gears, communicate with workers sporadically to check in on the processing of paperwork.

A second dominant pattern was that all four companies provide support to find housing prior to their arrival. Two companies, Photons Inc and Alloys Inc directly help workers find and secure appropriate housing and purchase the necessary furniture and appliances. Alloys Inc signs the lease for workers for the first year and then transfers the lease to workers who choose to

stay in the accommodations and provides an up-front bonus to workers to help furnish the apartment. Industrial Gears Inc has its own building to temporarily house workers, but executives often help temporary foreign workers acquire longer-term housing by co-signing the lease to reassure hesitant landlords. Monochromatic Inc outsources this responsibility to an external organization.

The last dominant pattern was concerning community orientation upon arrival. All four organizations ensure newcomers have one week's worth of groceries upon arrival, arrange for airport pick-up, provide a community tour, and connect them with integration service providers. In two candidates on the territory are not required to do a, Industrial Gears and Alloys Inc, provides a company vehicle, and takes responsibility for making all the above arrangements. The two other organizations reported outsourcing some or all these activities.

Moreover, a noteworthy pattern was that Industrial Gears provides newly arrived temporary foreign workers with a telephone number to reach someone from the company, a workplace schedule, a schedule of appointments to obtain government-issued identification and open a bank account, as well as procedures concerning garbage and recycling. Furthermore, they help spouses of temporary foreign workers to access French language courses, in some find employment and help registering children for daycare, school and extra-curricular activities. The assistance provided by Industrial Gears for accompanying family members of temporary foreign workers is reflective of those deployed to attract non-immigrant physicians (Lee & Nichols, 2014) and nurses (Baernholdt & Mark, 2009) to rural areas.

Offer an Orientation Program. A dominant pattern emerged whereby all four companies offer orientation that may be grouped into two broad categories: workplace and job orientation. Workplace orientation consisted of activities that generally introduce new workers to the

organization and are generic in the sense that they may be applicable to workers across departments and ranks. In contrast, job orientation consists of orientation activities that are specific to a newcomer's role and responsibilities.

Workplace Orientation. There are two dominant patterns, one strong pattern and three noteworthy patterns that emerged concerning workplace orientation. The first dominant pattern is that all four companies offer similar workplace orientation activities. The workplace orientation activities include presenting the company history, mission and values, a review of the employee manual, policies and procedures, a tour of the facilities, which coincides with introductions to colleagues during the walk-through and safety and security training. The second dominant pattern is that these orientation materials are only available in French. Exceptionally, Industrial Gears is working on translating the employee manual into Spanish to accommodate their temporary foreign workers with whom they communicate using google translate. Third, there was a strong pattern where new workers in three companies eat lunch with their new colleagues and in the afternoon, they are sent to their department where they are formally assigned a buddy and begin job orientation.

In addition, there were three noteworthy patterns. Alloys Inc also reviews information concerning the work portal and explains how and when employees are paid, the content and deductions on pay stubs and local holidays. A second noteworthy pattern is that Monochromatic Inc, explains to new workers the behaviours that correspond with each of the company values and that workers are expected to engage in. A third noteworthy pattern is that Industrial Gears Inc offers an extended workplace orientation to temporary foreign workers. This workplace orientation lasts one week and provides a rudimentary history lesson about the province, information about Quebec culture and values, rudimentary language training, a review of a

company-made dictionary with colloquial words for tools and terms used in the workplace and a review of work processes. After one-week temporary foreign workers are assigned to their machine and begin working.

Job Orientation. There is one dominant pattern, a strong pattern and three noteworthy patterns that emerged concerning job orientation. The first dominant pattern is that in all four companies, newcomers predominantly learn about their role and responsibilities primarily through on-the-job training. A strong pattern that emerged is that, as discussed earlier, in three of the four companies, this on-the-job training is delivered by an assigned buddy who is experienced and intrinsically motivated to provide this support. Moreover, training in these three companies is tailored to each newcomer's learning abilities. A noteworthy pattern is that Monochromatic Inc, reviews with the new worker the company's strategic plan and the short-term and long-implications it has for the new worker's specific position. Furthermore, evaluation criteria are established in collaboration between newcomers and supervisors during this phase of orientation.

Industrial Gears Inc contrasts with the three other companies and aligns with previous research findings. In this company, local recruits are not assigned a buddy and temporary foreign workers receive limited guidance because supervisors said they lack time and/or motivation to support the additional needs of temporary foreign workers. This exceptional case aligns with previous research indicating that learning in small to medium enterprises is primarily incidental and informal (Rowden, 2002).

Offer Support for Social Integration. In all four companies, the companies offer various types of activities to promote networking opportunities designed to encourage social integration among its staff. They do so by offering managerial support, work groups and working committees, on-

site and off-site social activities. However, the frequency and format of these activities to promote networking differed across companies.

Managerial Support. A dominant pattern seen in three companies and highlighted by the fourth company was concerning managerial support. Managers in three companies used a variety of strategies to improve workers job orientation. Strategies that promote social integration included scheduling meetings with key people across departments and re-directing workers with questions to a department or person who could be of help. Industrial Gears highlights this pattern as they do not re-direct workers nor do they organize meetings with key workers. However, one supervisor said he made a point of inviting immigrant workers to social activities he organized outside of the workplace.

Work Groups and Working Committees. A dominant pattern emerged across all four companies concerning the use of workgroups and working committees. In two companies these workgroups, as discussed earlier, are mandatory and in two companies they are voluntary. These workgroups and committees contribute towards continuous improvement and/or organizational development objectives. These workgroups and committees provide immigrant workers with opportunities for networking and for informal developmental relationships to form, thus an additional source to promote collegial support. These relationships are beneficial as they are credited with improving workers' sentiment of belonging (Korte, 2009a; Korte, 2015), which is significantly and positively related to organizational commitment and enables new employees to learn what is considered good performance (Cho & Barak, 2008; Hart & Miller, 2005; Ostroff & Kozlowski, 1992).

On-Site Social Activities. A strong pattern emerged, where three of the four companies offer multiple casual social activities in the workplace. These activities included a happy hour,

mixology courses and offering treats or snacks on special holidays such as Valentine's Day and a Christmas activity. Industrial Gears Inc offers one single annual on-site social activity. All employees across ranks and departments are provided with a special Christmas luncheon. This event takes place during the regular lunch break hours.

Off-Site Social Activities. A dominant pattern emerged whereby all four organizations offer off-site social activities to workers and their families. Three of the four companies organize activities such as apple picking, visiting a sugar shack, attending local university sporting events and a beachside BBQ. In contrast, Industrial Gears offers all employees and their families the opportunity to register for community-organized activities and competitions. Moreover, in this company owners felt uncertainty about what to offer as different employees have different interests. What emerged was that immigrant participants who had access to a wide variety of social activities inside and outside of the workplace with local workers expressed the most satisfaction.

Specialized Activities for Temporary Foreign Workers. There was a weak pattern where two of the four companies, Alloys Inc, and Industrial Gears, organize a special activity for temporary foreign workers. At Alloys Inc they have three such activities. They organize a meet and greet between the new workers and existing workers prior to the new workers first day on the job and during the first week on the job the supervisor invites the new worker to go fishing and eat poutine, a local Québécois fast-food dish made of fries, cheese curds and gravy. Industrial Gears organizes an ice fishing trip for temporary foreign workers in their first year in the country.

Train, Follow-Up, and Further Investments in People. A dominant pattern emerged where all four companies offer some form of follow-up and investment in training. There are short-term

and long-term benefits to this. In the short term, it may help improve workers' integration and job performance. In the longer term, it improves their employability and retention. Following up and training workers is an investment as it requires time and money to do so, and it may be difficult for the organization to measure the return on investment. It should be noted that in Quebec there is a law, Bill 90, a workforce skills development law that requires employers who have a payroll of two million dollars to invest the equivalent of 1% of their payroll in training their workers (Revenu Québec, n.d.)

Training and Opportunities for Learning. There were three forms of training identified across the four companies: formal training, on-the-job training, and academic training. However, the type and consistency varied across the companies. First, there was a dominant pattern where in all four companies formal training is provided to its workers in terms of safety and security is concerned. There was a strong pattern wherein three of the four companies' managers are offered leadership training. In two of those companies, leadership training and coaching is provided to all supervisors using internal resources. In the third company, Industrial Gears Inc., leadership training was for select supervisors identified as necessary by executives and the training was provided through an external organization.

Second, there was a dominant pattern where in all four companies on-the-job training is provided to all workers. In three of companies the on-the-job training may be described as structured because workers are assigned a buddy, their first task is a low-stakes task where the process is chunked into smaller pieces and the speed and complexity of new assignments is determined by individual learning capacities. In Industrial Gears Inc., on-the-job training is not structured because supervisors fill the role of buddy but do not always have time to accompany

the new worker and tasks assigned are not low stakes or chunked to meet new workers learning needs.

Third, there was a strong pattern wherein three of the four companies there is potential for workers to participate in formal academic training. Workers at Monochromatic Inc and Alloys Inc are provided with support to go to school and pursue a degree in an academic setting that corresponds to their position. Photons Inc said they were open to this type of arrangement but that it would have to be determined on a case-by-case basis. Moreover, although open to the idea they had not yet had this type of arrangement or request from any staff members.

Provide Performance Follow-Up and Feedback. A dominant pattern emerged in all four companies: all workers are provided with feedback. However, the frequency and formality of feedback varied. Industrial Gears formally evaluates workers annually. Photons Inc schedules two meetings: at the end of the third month and annually but the third month evaluation is an informal conversation with the supervisor. Alloys Inc schedules three meetings: one at the end of the first month, the third month and annually. Monochromatic Inc evaluates workers at the end of the first, second and fourth months and then annually. In all four companies, informal feedback is provided by supervisors during job orientation and throughout the year. None of the companies evaluate workers after the fourth month until their annual evaluation.

Support Immigration paperwork. A dominant pattern emerged where in all four companies, temporary foreign workers receive some form of legal and/or financial support to assist their families to come to Canada. In the three companies where the companies have experience hiring temporary foreign workers, they provide assistance for preparing applications to acquire visas for family members. Furthermore, two of the organizations said they provide financial support by

either subsidizing some costs or loaning the money. Moreover, two companies also assist with permanent residence applications.

Provide Additional Language Training Support. A weak pattern emerged where in two of the four companies' immigrants whose French was too advanced for government-funded language training were offered additional language training support. In Alloys Inc., workers across ranks and departments have free access to language training applications. Monochromatic Inc subsidizes private language classes to immigrant workers.

Re-Invest Additional Profits in the Company and the People. A strong pattern emerged, in three of the four companies, where investments are made in the company and the people. In two companies there is a profit-sharing plan. At Photons Inc, at the end of the fiscal year, when larger than expected profits are made the money is re-distributed as a bonus to workers or used to increase their salaries. In Alloy's Inc when the company and its workers meet their objectives, they are paid a bonus on a quarterly basis. In contrast, Monochromatic Inc reported investing in auditing the salaries of their workers by an external organization. The objective is to ensure that their remuneration is equitable within and across ranks and departments for all of its workers.

Evaluate the Onboarding Experience. A dominant pattern, is that all four companies, evaluate the onboarding process. However, according to Human Resources, the program is the product of trial and error, and feedback is part of how they make adjustments. The objective of these assessments is reflective of Kirkpatrick's level one evaluation: to assess worker satisfaction with the onboarding experience and areas in which workers would have liked additional support. All four companies evaluate the process, but they do so in different ways. Photons Inc, Alloys Inc and Monochromatic Inc collect information about the experiences and perceptions of both new workers and existing workers involved in the onboarding process. In contrast, Industrial Gears'

assessment of the onboarding process reflects the experiences of executives, Human Resource personnel and temporary foreign workers.

It should be noted that the onboarding strategies used by SME manufacturers in non-gateway locations appear to depend on certain organizational structural and cultural characteristics. First, companies that offered a culture of continuous improvement, communication and teamwork and a bi-directional onboarding program were those that structurally had the following characteristics: a horizontal organization chart, produced their own products, had a research and development department, had a local and international clientele.

Organizations that promoted a culture of continuous improvement, communication, and teamwork and offered a bi-directional process of onboarding that incorporated the training needs of both existing and new workers appeared to share certain structural characteristics in common. Those structural characteristics included: an oversight committee, developed, manufactured, and repaired products for clients, a Research and Development department, served a local and international clientele through direct sales that were equal to or greater than \$20 million CAD, with an operation schedule that was five days a week and closed for two weeks during the Christmas holidays. However, what differed across all four companies was the extent to which the onboarding strategies were used. This variation appears to depend on the maturity of the company's onboarding program, meaning the extent to which each company has invested time and resources to define and document the onboarding process.

RQ #2: What are the Perceived Challenges that Non-Gateway Manufacturing SMEs Encounter When Trying to Recruit, Train and Retain Immigrant Employees With Technical or Trade Skills.

Non-gateway SME manufacturers identified numerous challenges associated with trying to recruit, train and retain immigrant employees with technical or trade skills. A dominant pattern emerged concerning six specific challenges discussed in all four companies. The

challenges were: i) the inability to attract immigrants from gateway locations, ii) the cost, complexity, and durations of immigration paperwork for temporary foreign workers, iii) language proficiency, iv) the inability to compete with large local employers, v) inadequate onboarding information and vi) retaining workers.

Inability to Attract Immigrants From Gateway Locations. The first challenge identified by all four non-gateway SME executives and Human Resources was the inability to attract immigrants from gateway locations. Canada and the province of Quebec are facing a labour shortage producing fierce competition for the small pool of existing workers, which has prompted the Canadian and Quebec provincial governments to increase immigrant intake numbers (IRCC, 2022a, MIFI, 2023b). However, as the results section indicated non-gateway locations receive a small portion of these immigrants as 85.5% of immigrants move to the Greater Montreal Region (MIFI, 2023a). For this reason, non-gateway SMEs do not see economic immigrants as a potential solution to the labour shortage they are facing.

The small number of immigrants that move into non-gateway locations is the reason why, all four non-gateway SME employers feel that temporary foreign workers are the only source of labour available to them. Temporary foreign workers are foreign nationals hired by Canadian companies to fill positions for which they are unable to find Canadian-qualified nationals (Employment and Social Development Canada, 2023). Normally, temporary foreign workers are hired to fill positions temporarily and have been associated with seasonal farm work. However, in the current context, all four employers described temporary foreign workers as a permanent solution and describe them as future permanent residents that they hope will stay in their communities.

This challenge persists even in two of the four communities that should be able to attract larger numbers of immigrants from gateway cities. Two neighbouring communities, Royalmount and Fort Saint-Amour, offer a diversified economy and are ripe to experience an economic boom. One of the communities has a diversified economy and the second will economically benefit from substantial government contracts which will benefit companies in and around the region across industries. These two factors, economic diversification and government investments, are identified in the literature as central to attracting immigrants from gateway locations (Collantes et al., 2014, Ostrovsky et al., 2011) as they offer immigrants opportunities to participate in the local economy in their field of expertise (Krivokapic-Skoko & Collins, 2016; Sapeha, 2016; George et al., 2017), advance professional and personal goals (Cvetkovic, 2009; Hou, 2007; Krahn et al., 2005; Sherell et al. 2005) and accommodate those of their spouses and or children (Sapeha, 2015).

Moreover, the two communities offer ample access to other services and amenities that are credited with attracting and retaining immigrants in non-gateway locations (Brown, 2017; Collantes et al., 2007; Hollywood & McQuaid, 2007; Sapeha, 2015; Simich, et al., 2005; Teixeira, 2009). These services and amenities include public transit, access to major highways, an international airport, access to multiple higher education institutions, health services, and cultural community groups. Yet, both neighbouring communities continue to struggle to attract economic immigrants and are turning to temporary foreign workers.

Cost, Complexity and Duration of Immigration Paperwork. A dominant pattern emerged across all four companies concerning the cost, complexity, and duration of immigration paperwork. A great deal of frustration was expressed with the cost, complexity and how long they had to wait for the processing of paperwork for temporary foreign workers. In all four

companies, employers' wait times were prolonged by the Covid-19 pandemic and border lockdowns. In one company, the employer had been waiting for two years due to changes made in the legal process at the time they submitted their application causing it to be rejected and having to start the process over again. Furthermore, non-gateway SME employers found it particularly frustrating that they are subject to high costs and complex paperwork to renew work permits and that the costs and procedures are the same as for companies in gateway locations that have access to a pool of immigrant workers.

Language Proficiency. A dominant pattern emerged across all four companies where non-gateway SME employers and employees across ranks identified language proficiency as a challenge. It is documented in the literature, and was observed in this study, that language proficiency impacts workers' ability to communicate and integrate in the workplace, retaining immigrants in non-gateway locations (Sapeha, 2016, Townsend et al., 2014) and decreasing the likelihood of immigrants experiencing discrimination (Dalla et al., 2015). For these reasons, Alloys Inc hires temporary foreign workers predominantly from French-speaking countries while the three other companies hire from various geographical locations, some of which are French speaking countries and others are not. Those who hire from non-French speaking countries register candidates for government-funded language classes but find it unfortunate that family members cannot have access to these training classes. All four non-gateway manufacturing SMEs hire immigrants who are already on the territory and have varying degrees of French language skills. Two of those companies offer their workers access to language learning applications or subsidized language classes.

Inability to Compete With Larger Employers. A dominant pattern emerged where in all four companies the non-gateway manufacturing SMEs executives and Human Resources indicated

that they struggle to attract and retain workers as they are unable to compete with the higher salaries offered by larger employers in the region. This is commensurate with previous literature (Holton, 1995). However, in three companies, six of the 11 immigrant participants said that salary was not the most important factor for retention. Aspects that they cited as being more important were: a flexible work schedule, work-life balance, having time for family and friends, having opportunities to learn and advance and recognition for their contributions to the organization.

Inadequate Onboarding Information. A dominant pattern emerged where in all four companies non-gateway manufacturing SMEs executives and Human Resources shared that their onboarding program was the product of trial and error. They learn about onboarding as they go along, adjustment accordingly and are uncertain what strategies are more effective than others. Moreover, there was a strong pattern where in three of the four companies they invest time and energy to create a company culture of learning, communication, and teamwork as a strategy to promote retention.

Retaining Workers in the Company. A dominant pattern emerged where in all four companies non-gateway manufacturing SMEs shared that they struggle to retain local workers and worry about retaining temporary foreign workers once they obtain permanent residence. In three of the four companies it was reported that workers are solicited and made offers by other employers and one of the companies said they also use that as a recruitment strategy. A second dominant pattern is that in all four companies, they executives and Human Resources say they will be unable to retain all their temporary foreign workers. Once temporary foreign workers gain status as permanent residents, they are no longer subject to a closed work permit that binds them to a single employer. For this reason, a strong pattern emerged where three of the four companies

said that they will continue to regularly hire temporary foreign workers as a measure to replace those who leave the company after obtaining their permanent residence.

RQ # 3: How do Non-Gateway Manufacturing SMEs see Immigrants as Meeting Their Labour Needs and What Drives This Vision?

There was a strong pattern where participants in three of the four companies perceived immigrants and temporary foreign workers as competent and having the skills, professional experience, and knowledge, needed to do the work they were hired for. Nearly three-quarters of local participants across companies, 12 of the 17, expressed this without reservation and six within that group explicitly praised immigrants as bringing a wealth of knowledge to the company that others may learn from.

The five remaining participants came from a single company: Industrial Gears Inc. Three of those participants, all in upper and middle management, said temporary foreign workers needed time to learn the specialized techniques used in the company, skills they said that even local workers lacked. A supervisor compared them to a junior hockey team with potential while the Human Resource coordinator struggled to place them on the company pay scale because their education credentials and professional experience were not in his mind comparable to local and company standards. One participant referred to them as “cheap labour” and saw them as not having the skills and one participant did not comment about immigrant workers skills.

Temporary foreign workers described an experience that confirms management’s view of them. They proactively identified a problem with a project plan, but their concerns were dismissed and when the anticipated problem occurred it resulted in a loss of time and resources as the job had to be started over again.

Executives and Human Resources. There was a dominant pattern where in all four companies, executives and Human Resource employees perceived immigrants and temporary foreign

workers as an integral part of the company's ability to address the labour shortage. Moreover, there was a strong pattern, in three of the four companies, executives and Human Resources describe their actions of hiring temporary foreign workers as bringing into the community families and future permanent residents, not just workers. In the fourth company Industrial Gears Inc, the onboarding program provides social and economic integration assistance to temporary foreign workers and their families, and it was expected that they would acquire permanent residence, but they were referred to as "our workers".

Degree of Personal Interactions, Personal life Experiences and Empathy. There was a strong pattern where local participants prior interactions with immigrants and visible minorities appeared to predict their level of appreciation of the social and economic integration challenges faced by immigrants. Ten local participants had previously interacted with immigrants, of which six had developed friendships and four had collegial relationships. Those who developed friendships explicitly spoke about how challenging immigration is. Moreover, participants, who had either experienced personal hardships, were in a situation where they were a minority or showed an interest in diversity expressed more empathy for immigrant workers. However, locals' ability to empathize did not appear to be related to the competence they attributed to temporary foreign workers and immigrants.

Perceptions of Employers' Reasons for Hiring Temporary Foreign Workers and the Québécois Identity. There was a noteworthy pattern where in one company, three participants expressed reservations about the reason why employers hire temporary foreign workers. One participant referred to temporary foreign workers as a source of "cheap labour". A second participant questioned why the company chose to spend so much money on temporary foreign workers instead of investing that money into the existing local workforce and salaries. A third

participant said he understood that more workers were needed to ensure the long-term viability of the company and the community. However, he expressed sadness about what he perceived to be a dwindling Québécois identity due to demographics and referred to immigrants as “imported people”. Although this is a single company and a minority of participants in the study it may merit further investigation because participants may not fully share their concerns as they may fear being perceived or labelled as racist. This fear came up in two interviews from a different company where the local participants were enthusiastic about bringing in temporary foreign workers.

RQ #4: What are Non-Gateway Manufacturing SMEs Perceptions of Government and Non-Government Services Available to Them and What Additional Support do They Need to Successfully Recruit, Train and Retain Immigrant Employees with Technical or Trade Skills?

Non-gateway manufacturing SMEs felt that there is insufficient support from government and non-government-funded organizations or that the support provided was costly. There were three dominant patterns that emerged regarding their additional support needs: i) access to practical onboarding strategies, ii) access to information and financial support for hiring temporary foreign workers and iii) access to training for existing non-immigrant workers.

Access to Practical Onboarding Strategies. A dominant pattern identified across all four companies was a desire to have access to and understanding of the most effective onboarding practices and strategies. This was primarily a concern among executives and Human Resources and for some supervisors. Companies wanted to know what accommodations they must make when recruiting immigrant and temporary foreign workers and which ones are most effective for retaining workers. Furthermore, in all four companies, executives and/or Human Resources wanted to know how they can better support the social and economic integration of accompanying family members of immigrant and temporary foreign workers.

Access to Information and Financial Support for Hiring a Temporary Foreign Worker.

There is a dominant pattern identified across all four companies concerning a need for access to information about the process, costs and paperwork related to hiring a temporary foreign worker. This was primarily a concern among executives and Human Resources. Onboarding strategies and processes in all four companies, were learned generally through trial, even when assisted by a government funded organization to recruit workers. The process of renewing work visas was also the product of trial and error. Furthermore, they said they could not understand why they pay the same price and have the same long wait times as gateway communities who unlike them have access to a pool of immigrant workers. Two local managerial participants called for financial accommodations to be made for small to medium companies that have few recourses to fill the labour shortage other than to turn to temporary foreign workers.

Access to Training for Existing Non-Immigrant Workers. A dominant pattern emerged across all four cases concerning the need for additional support, training, and policies to better prepare existing local workers for incoming immigrant and temporary foreign workers. This was expressed by 14 of the 17 local, non-immigrant participants. However, there was no dominant or strong pattern concerning the type of training and support required. Suggestions included developing a robust equity diversity and inclusion policy, providing supervisors with the tools to overcome language barriers, dealing with conflict in work teams, motivating their teams, providing existing workers with information about cultural norms and customs of incoming immigrant workers and building awareness of stereotypes regarding immigrants. Moreover, some local participants in non-managerial positions said they did not know how they can personally support the integration of immigrant colleagues.

RQ# 5: What are the Onboarding Experiences and Challenges of Immigrants with Technical or Trade Skills in Non-Gateway Manufacturing Companies?

Immigrants across all four companies shared their onboarding experiences, perceptions of those experiences, perceptions of their employers and challenges that they faced. Three patterns emerged concerning those experiences in non-gateway manufacturing companies. The patterns related to i) the profiles of the companies where immigrant workers were most satisfied, ii) a caveat to retention: balancing professional development and personal needs and iii) challenges and additional training needs of immigrants.

Profile of Companies Where Immigrant Workers Were Most Satisfied. There were two patterns that emerged that appeared to have an impact on immigrants' onboarding, workplace, and job satisfaction. Immigrants who were most satisfied with their onboarding experiences, workplace and job were those who worked for organizations with specific structural and cultural characteristics. Although the immigrant participants did not speak directly to their intentions to stay these factors appear to have implications for retention.

Structural Characteristics. There was a strong pattern where in three of the four companies the companies offered a specific structure while the fourth served to highlight this pattern. The characteristics of their structure consisted of: being owned by partners, with an external oversight of company management, a horizontal organization chart, a research and development department, patented products with a local and international clientele and a five-day work schedule. Immigrant employees in these three organizations expressed confidence in company viability, the potential for them to remain employed and opportunities for lateral and or horizontal movement.

Company Culture and Approaches to Onboarding. There was a strong pattern where in three of the four companies there was a culture characterized by communication, teamwork, and

continuous improvement. In these three companies onboarding was a bi-directional process where training is provided for existing workers and newly hired workers and job orientation is customized to individual learning needs. Immigrant participants in these organizations expressed more satisfaction with their job and collegial relationships. Furthermore, a culture of communication, teamwork and continuous improvement appears to help overcome challenges that are the result of a less robust onboarding program. Two immigrant participants, each in a separate company, noted the lack of structured onboarding but nevertheless expressed great satisfaction with their work, and collegial relationships and expressed a desire to remain with their employer.

However, it should be noted immigrants and temporary foreign workers in middle-level positions may not have the same experiences insofar as company culture and collegial relationships are concerned compared to immigrants in managerial positions or their local counterparts. In one company an immigrant employee, who was a permanent resident shared they were satisfied with the continuous improvement work culture but reported having poor relationships with most colleagues. When asked if the participant had shared this sentiment with superiors or Human Resources, they said they did not because they feared how superiors and colleagues would react. The participant also made clear they had no intention to stay with the employer long term. In contrast, an immigrant employee in a managerial position at the same company expressed having very positive relationships with colleagues and expected to remain for the foreseeable future. Similarly, two temporary foreign workers in another company said very little when asked about relationships with colleagues and one of the two mentioned that the current situation was detrimental to company culture and changed the topic of conversation. In contrast, in this last company, local workers praised having cordial and pleasant interactions with

their colleagues and some more freely critiqued the management style and lack of communication that they perceived as detrimental to company culture.

A Caveat to Retention: Balancing Professional Development and Personal Needs. There was a pattern that emerged indicating that although the company profile may have implications for retention there is a caveat. A dominant pattern emerged, identified in all four companies, whereby workers' professional and personal needs may impact retention. Nine of the eleven immigrant participants raised the importance of access to challenging work or opportunities to learn and upskill and nine immigrant participants emphasized the importance of work-life balance.

Examples of this include the previously mentioned participant who reported having poor relationships with colleagues. They left their employer several months after the study interview and reported in a follow-up email that they left for three reasons: dissatisfaction with the type of work they were doing, a higher-paying job and a work schedule that allows them to attend to childcare responsibilities. A second immigrant participant shared they were offered a substantially higher wage position by another employer but declined because the current position provided opportunities to professionally grow and the stability they required for their personal life. A third participant said they left their previous employer for their current one because the current position provided them with work corresponding to their interest, the opportunity to learn and a schedule that corresponded to personal family needs. A fourth immigrant participant shared they left their previous employer because the work was not challenging. A fifth one shared they would like the opportunity to return to school to obtain a more advanced certification that would serve the company.

Challenges and Additional Training Needs. There were four patterns that emerged concerning the challenges faced by immigrant workers and additional training needs. The challenges and additional training needs identified, beginning with the strongest pattern were: i) recognition of educational credentials and professional experience by employers, ii) learning French and the importance of the workplace, iii) length, cost, and complexity of the immigration process and iv) access to information about the community.

Recognition of Education Credentials and Professional Experience by Employers. Recognition of education credentials and/or previous professional experiences was a dominant pattern that emerged across all four companies and discussed by nine of the eleven immigrant participants. Four participants spoke about the need to improve the recognition of education credentials from the government level. Five immigrant participants spoke about companies recognizing education credentials and previous work experience. Four of those five participants came from a single company where the employer recognized their education credentials, those not regulated by a professional order, and foreign work experience as equivalent to locally acquired educational credentials and professional experience. One participant expressed surprise that a diploma written in Spanish was accepted without translation and described this as a great opportunity. All four participants spoke about how this recognition made them feel their employer treated them as competent and brought value to the organization. In contrast, in another company, one participant mentioned the salary did not reflect previously acquired educational credentials and work experience. This participant said supervisors did not appear to value his opinion when managing workflow issues.

Learning to Speak French and the Importance of the Workplace. As identified in the previous chapter there was a strong pattern identified across three companies and among both immigrant

and local participants concerning the importance of learning French and having access to courses prior to and after arrival in the country. However, from immigrant participant interviews a second strong pattern emerged from three of the four companies highlighting the importance of having the opportunity to practice French and subsequently the critical role of the workplace in language learning. Eight of the 11 immigrant participants spoke French as a second or third language and had different levels of fluency. Seven of the eight immigrant participants for whom French was not their first language insisted on conducting the interviews in French. Four of those eight participants were fluent in English but also insisted the interviews be conducted in French. One participant with lower proficiency in French agreed to have a translator present but abstained from asking the translator for help for most of the interview. It became clear that these five participants declined to be interviewed in English or abstained from asking the translator for help because they wanted to practice speaking in French.

Furthermore, it emerged that the workplace plays a critical role in language learning. During the interviews, immigrant participants either directly or indirectly referred to the workplace as the context where they had the most opportunities to practice and improve their fluency. Six participants directly said having a job, even if they were underemployed, allowed them to develop their French language skills. One participant spoke about how he worked at a local restaurant, and it was there he put into practice what he previously learned in government-funded French language classes. Another participant said his wife learned basic French through government-funded classes, but she was now improving her skills in the workplace where she uses the language daily with her colleagues. A third participant said he initially worked on a farm assembly line with few opportunities to converse with colleagues. This caused him to look for a new job where he had more interactions with French speakers. This opportunity cost him a

substantial pay cut, but he says this job is where he learned to speak French and what helped him move into the company and position where he is currently. The participant who required a translator faces a similar challenge as the one who started on the farm assembly line. He works for Industrial Gears where the staff lounge is segregated and his opportunities to practice his French are limited to interactions with the grocery check-out clerk and a Spanish-speaking colleague also beginning to learn French.

Length, Cost and Complexity of the Immigration Process. A strong pattern identified as a challenge in three of the four companies was the length, cost, and complexity of the immigration process. Six of the 11 immigrant participants spoke about how complex, lengthy, and costly the various immigration processes are. The processes discussed varied across participants and included obtaining the initial work permit, the renewal of the work permit, bringing family members and obtaining permanent residence. Participants who raised this issue included both those for whom French is their primary language and those learning French but at different stages of proficiency. One temporary foreign worker said that if his employer had not handled the immigration paperwork and costs for himself and his family he would not have come to Canada. Another participant said he spent a good deal of money to hire a lawyer to help with the permanent residence application for himself and his family to ensure his file was compliant with the government requirements.

Access to Information About the Community. A strong pattern identified across three of the four companies was the need for better access to general information about everyday life and the local culture prior to and upon arrival. In Industrial Gears Inc, Alloys Inc and Photons Inc. a variety of needs were identified by participants. These needs included: preparing a budget prior to arrival, knowledge of different stores and price points, procedures, and timelines to acquire a

driver's license, understanding the local health, banking, taxation and education system, how to acquire equivalences for their education credentials and information about community events and activities. Four of the five immigrant participants who expressed a need for this type of support either did not have a social support network and one participant observed that without this network his social integration would have been much more challenging.

Patterns That May Predict Retention in the Workplace and the Community

In the section above, the answer to the fifth research question described immigrants onboarding experiences and patterns across the four companies. The patterns identified in the previous section correspond to the efforts that may be predictive of retention that will be addressed in this section. As such, there are elements that are repeated in this section and only a summary is provided. Prior to reviewing and discussing the potentially predictive elements it should be noted how and why elements were identified as potentially having predictive value.

Information regarding retention in the four companies was primarily descriptive rather than statistical. Monochromatic Inc was the sole company able to provide a numerical turnover rate, which was at 15% among employees and they said it remained stable during the pandemic. However, they signalled a turnover up to 30% in one specific department which they attributed to the nature of the job where workers had fewer opportunities to interact with colleagues and worked alone with clients at their offices for extended periods of time. Photons Inc said their staff had remained stable in the range of 80 employees in the past year but that they struggled to recruit new employees. Alloys Inc said they go through waves and that retaining locals are more difficult than immigrants. Similarly, Industrial Gears said retaining locals was more problematic than immigrants and that they had recently replaced nearly half of the local staff. Moreover, all four organizations were in the early phases of recruiting temporary foreign workers who had not

yet gained permanent residence. This lack of numerical data may be reflective of their level of company maturity and that they do not yet have a formal tracking process in place.

Despite this fundamentally qualitative description of turnover, retention may potentially be predicted by gauging workers' general satisfaction with their employment, which has been documented as a predictor of retention (Feldman, 1976). In this study immigrants' satisfaction with onboarding, the workplace and their job were gauged during the interview process as they were asked to describe their onboarding experiences, perceptions of those experiences and additional needs. Based on those discussions, patterns emerged indicating that both company onboarding programs and immigrants' personal efforts and characteristics may possibly predict retention. Some efforts and characteristics may have predictive implications for retention in the workplace while others for retention in the community. The three key areas where potential predictive factors were observed were: i) company culture, ii) community information and integration support, and iii) newcomers' behaviours and support systems.

Patterns that Relate to Company Efforts to Retain Workers.

In all four companies company efforts and strategies to onboard immigrant workers, those who are already located on the territory at the time of recruitment, are the same as the efforts and strategies made for local workers. In three of the four companies the strategies increased immigrants' workplace and job satisfaction and the fourth company highlighted the predominant pattern. In all four companies, additional strategies are put into place when temporary foreign workers are hired, and the strategies are designed to facilitate community integration. Although community integration efforts may potentially predict workplace retention in the short term, community integration efforts may have more value for predicting long-term community retention. For this reason, this section is divided into two parts: first a description of

company onboarding efforts that may have predictive value for workplace retention and second those that may have predictive value for community retention.

Workplace Retention. There were six patterns identified in this study concerning onboarding strategies that appeared to contribute to improving immigrant retention. First, there is a dominant pattern where companies that bolstered workers' confidence in company viability appears to improve retention. Structural characteristics of these companies were that they were subject to financial oversight, offered a horizontal organization chart, had a research and development department, offered patented products with local and international clientele and offered a five-day work schedule. An onboarding activity associated with this was the presentation of the long-term business plan and regular updates made to the entire staff three to four times a year.

Second, a dominant pattern emerged whereby in companies where a continuous improvement work culture was implemented immigrants and temporary foreign workers expressed the most satisfaction with their onboarding experiences, their job and their workplace. Onboarding activities associated with the companies that adopted this philosophy included training for existing staff prior to new workers' first day, customizing newcomers' workplace and job orientation to their specific learning abilities and needs, and providing opportunities to learn and upskill or work on different machines. Customizing the speed of learning and providing opportunities to upskill were identified as contributing to satisfaction with the onboarding process and consequently may provide predictive value for retention.

Third, a dominant pattern emerged whereby companies with a culture of communication and teamwork promoted better collegial and managerial support, which may be predictive of retention. Immigrants in those contexts expressed higher levels of workplace and job satisfaction

as they felt that they had good relationships with colleagues and managers and that superiors trusted their judgments and skills. Furthermore, communication and teamwork compensated for workplace and job orientation programs that were less mature and/or structured. Onboarding and general company activities associated with promoting communication and teamwork included: assigning a work buddy to newcomers, arranging meetings between newcomers and key individuals across departments, regular meetings to discuss onboarding progress, daily or weekly meetings to discuss task progress and challenges and the organization of work groups or committees to advance organizational development objectives, which provided opportunities to socialize within and across departments.

Fourth, a dominant pattern emerged across three companies and the fourth highlighted the predominant pattern. It was the understanding of evaluation criteria and obtaining regular feedback as potentially having a predictive value for retention. Immigrants in three of the four companies understood how they were going to be evaluated and received regular formal and informal feedback from supervisors throughout the year. These participants expressed higher levels of job satisfaction. In contrast in the fourth company there appeared to be some frustration on the part of immigrant participants who said they finally understood the evaluation criteria during the annual performance review. Onboarding activities associated with this were explaining the evaluation criteria and setting regular meetings to follow up on the integration process.

Fifth, a dominant pattern emerged where immigrant participants across all four companies discussed the importance of having good-quality working conditions. Common patterns across the four companies used to describe good quality work or what immigrant participants hoped to get from their employer was a workplace that corresponds to personal

growth needs, a flexible work schedule, a good salary, opportunities for advancement and autonomy in the workplace. An onboarding practice associated with this was career planning.

Last, recognition of education credentials and/or previous professional experience by employers was a weak pattern that emerged across two companies that represented opposing experiences. In one company, immigrant employees spoke about how recognition made them feel their employer treated them as competent and valuable to the organization. In contrast, in another company, it was believed their salary did not reflect their credentials and supervisors were perceived as not valuing their contributions when managing workflow issues. Recognition of education credentials and professional experience increased onboarding, workplace and job satisfaction and consequently may have predictive value for retention. The onboarding activities with potential predictive values for workplace retention are summarized in the table 15 below.

Table 15

Practices with Potential Predictive Value for Workplace Retention

Pattern	Onboarding Activities
Company viability	Business plan sharing
Culture of continuous improvement	Training existing workers Training new workers Work groups and working committees Customized orientation Rotating machines or projects Opportunities to upskill Managers consult workers to resolve workflow issues Evaluating onboarding experience of newcomers Evaluating onboarding experience of existing workers involved in the process
Culture of communication, teamwork, fun and familiar	Informing existing workers of new incoming workers Assigning a buddy, coach, mentor Meetings with key people

	Social activities in the workplace Social activities outside of the workplace Regular meetings to follow-up on the integration process Regular (weekly/daily) team meetings
Understanding expectations	Explaining evaluation criteria or establishing the criteria with workers Regular follow-ups and check-ins
Good quality working conditions	Career planning Opportunities for training, upskilling returning to school Flexible work schedule
Recognition of educational credentials and previous professional experiences	Assessing salary scale in an equivalent manner as locals Managerial support and trust

Community Retention. Additional company onboarding efforts were designed specifically for temporary foreign workers to help with the initial community integration. Although these strategies may have initially impacted workers' satisfaction and retention with their employer, they may not be indicative of long-term retention in the organization. These activities might be better predictors of long-term retention in the community. There were three patterns identified in this study concerning company onboarding strategies that appeared to contribute to immigrants' onboarding satisfaction.

First, temporary foreign workers participated in three of the companies and in those three there was a dominant pattern where they expressed a need for company support prior to arriving in the country while waiting for their work permits. These needs included: preparing a budget prior to arrival, knowledge of different stores and price points, procedures, and timelines to acquire a driver's license, understanding the local health, banking, taxation, and education

system, how to acquire equivalences for their education credentials and information about community events and activities. Only two of the four companies provided this type of support in advance by communicating every two weeks to discuss Quebec culture, the climate, the community, the workplace and to inquire about additional family needs and concerns. Only one organization provided workers with French language classes prior to arrival. In the two other companies, this information was provided upon arrival either by the company or it was outsourced. By equipping temporary foreign workers with knowledge in advance they are better prepared for the transition and better able to focus on workplace onboarding.

Second, in all three companies, temporary foreign workers expressed the importance of having support to access affordable and appropriate housing prior to arrival. In two companies, workers were originally brought by another employer, and they were left with a negative impression as one found himself sharing a three-bedroom, one-bath apartment with six other people and the other arrived with his young family to an empty apartment. The three participating companies ensure to secure housing that is either partially or fully furnished and for workers to each have their own bedroom. Moreover, all four companies connect their temporary foreign workers with integration service providers prior to or upon arrival.

Last, companies are making substantial investments to help temporary foreign workers secure travel visas for their families to accompany them to Canada and integrate those members into the community. Employers are either paying, subsidizing, or loaning the funds to temporary foreign workers for this purpose. Employers in all four companies are also providing support to fill out the legal paperwork or access an immigration consultant to help with the process. The onboarding activities with potential predictive values for community retention are summarized in table 16 below.

Table 16*Onboarding Practices with Potential Predictive Value for Community Retention*

Pattern	Onboarding Practices
Preparing for the transition prior to and upon arrival	Regular meetings to stay in touch Budget planning Cultural awareness information Accessing government issued paperwork (driver's license, health insurance cards, social insurance number) Access to banking Familiarization with the community (schools, social, amenities, stores, activities) Accessing language training (if necessary) Providing access to a vehicle if public transit is not available or not well developed Airport pick-up Purchasing one week's worth of groceries
Access to appropriate and affordable housing	Purchasing a building to provide temporary housing Co-signing a lease
Supporting family transition	Providing access to an immigration lawyer or consultant to help with acquiring visas for family members. Subsidizing, loaning and paying for immediate family immigration fees. Registering kids in schools and social activities Helping accompanying family members access integrations services Helping accompanying spouses find employment.

Patterns Relating to Immigrant Profiles

In addition to company strategies having a potential predictive value for retention in the workplace and the community, immigrants' profiles and certain characteristics also emerged as having a potentially predictive value for retention in the workplace and community. The section below is divided into two parts accordingly.

Workplace Retention. There were two immigrant profile characteristics that appeared to have potential predictive value for workplace retention. First, in all four companies and eight of the eleven immigrant employees described their path to immigration and economic integration either

explicitly or implicitly referring to growth mindset characteristics and behaviours. Growth mindset may be defined as the belief that an individual's abilities are not innate but rather may be nurtured and encompasses characteristics such as embracing challenges, perseverance when faced with obstacles, and identifying success models (Dweck, 2000). Immigrants indicated that they have the desire to learn and grow professionally and as individuals, they spoke about perseverance, embracing challenges as an opportunity to develop and get ahead and some spoke about others they saw as a role model. These employees appeared to be better equipped to deal with challenges and change in the workplace and expressed higher levels of job satisfaction, particularly if their employer fostered a culture of continuous improvement to nurture that mindset.

Second, immigrants' proactive behaviours also appeared to have an impact on their onboarding experiences. Proactive behaviours are actions initiated by new employees credited with improving their integration into the organization (Ashforth et al., 2007). There were five proactive behaviours that emerged. First, a dominant pattern, across all four companies emerged concerning the importance of interacting with peers who are not from the same co-ethnic community to improve language proficiency and develop social networks. Second, a dominant pattern, across all four companies was the importance of participating in company social activities to build social relationships with colleagues. These proactive behaviours are consistent with previous findings that immigrant retention in the workplace and the community may be improved when they interact regularly with locals in a positive manner and who have a heterogeneous group of friends (Collantes et al., 2014; Sapeha, 2015; Échref-Ouédraogo, 2012).

Third, there was a dominant pattern observed across all four companies where immigrant participants spoke about the importance of adopting Quebec workplace values. However, what

was meant by this was less clear and when pressed two participants described this as being less chatty and more focused on their tasks and others spoke about being open to learning new ways of doing things. Fourth, there was a strong pattern that emerged across three of the four companies where immigrant participants raised the importance of asking questions. Last, there was a strong pattern across three of the four companies concerning the importance of seeking support from either managers or colleagues and asking for feedback on performance. Moreover, companies with a growth mindset that promote communication and teamwork made it easier for newly hired immigrant and temporary foreign workers to engage in these types of proactive behaviours. Table 17 below summarizes the immigrant profiles and characteristics that have potential predictive value for workplace retention.

Table 17

Behaviours with Potential Predictive Value for Workplace Retention

Pattern	Behaviours During Onboarding
Personal philosophy of lifelong learning	An optimistic interpretation of life events or positive framing Embracing challenges Perseverance Speaking of success role models
Proactive behaviours	Socializing with non-co-ethnic colleagues Asking questions/information seeking Building social relationships with locals Participating in workplace social activities
Workplace acculturation strategy of assimilation or integration	Being open to new work methods Remaining focused on the work task

Community Retention. There were two immigrant profile characteristics that appeared to have predictive value for community retention. First, there was a dominant pattern where in all four companies, immigrant workers who expressed satisfaction with the community came from a town similar in size to the one they currently reside in, or they stated that they preferred the

lifestyle of a smaller town. As such, the host community is reflective of their habits and lifestyle preferences from their country of origin.

Second, immigrants who are there with their family are more likely to stay in the community. This was a strong pattern documented in three of the four companies where both immigrant and temporary foreign worker participants described how family members helped them with the social integration process. In all three companies they spoke about how social and economic integration was challenging but that had it not been for their spouses and/or families it would have been a much more difficult process. The presence of family and a strong co-ethnic community has also been previously documented in the literature as a predictor for the retention of immigrants (Dalla et al., 2005; Hou, 2007; Krahn et al., 2005; Walton-Roberts, 2005; Sherell et al., 2005).

Theoretical Model

The dominant and strong patterns that emerged in this study were used to expand on the model from Feldman's contingency theory of organizational socialization (1976) and those that followed and incorporated the cyclical nature of organizational socialization as argued by Holton (1996). Moreover, the onboarding models are iterative meaning that onboarding is not a one and done process but rather an ongoing one requiring tweaking by the organization and addressing ongoing training and personal needs of workers to retain them. Four fundamental factors emerged from this study. First, onboarding is the product of interactionism, meaning it is a two-way process where success is determined by both company and new employees' behaviours, something that has widely been accepted in the literature (Ashforth et al., 2007).

Second, onboarding is a two-way/bi-directional process meaning both workers and newcomers require training including workers who may not have a formal role in onboarding newcomers. This is a new contribution made by this study. Training for existing workers may

include training for supervisors, buddies, leadership training, general information sessions describing the country of origin of new incoming immigrant workers and how existing workers may informally support newcomer onboarding. Previous literature has referred to providing training for existing workers who will fill a developmental relationship role (Nigah et al., 2012). However, less has been discussed concerning preparing and training other workers who may play an informal role in the onboarding of new workers.

Third, the present onboarding model is not linear, it is cyclical and iterative for two reasons. First workers' roles and responsibilities are changing due to digital transformation (Carliner et al., 2021). In this company, it was observed that new machines that manufacturers are purchasing are digital and certain manufacturers are investing in robots to alleviate the worker shortage and/or improve safety and security in the workplace. Moreover, the advent of artificial intelligence will inevitably disrupt the nature of work. Consequently, the roles and responsibilities of workers are changing, and they require training to adapt to the digital skills required to work with these machines. As such, onboarding becomes a continual cyclical and iterative process as workers require upskilling and re-adjustment to their roles. A second reason why the present model is cyclical and iterative is that employees' personal and professional needs change over time with life circumstances. Therefore, managers and Human Resource departments must adjust to retain workers, adjustments that may require the nature of their role to be modified, whether it is a change in their schedules, lateral movement, or upward mobility.

Last, in addition to learning about a new role and responsibilities, immigrants and temporary foreign workers require support in finding housing and learning about the local culture and language. For temporary foreign workers hired from abroad, this learning begins or should, in theory, begin prior to their arrival in the community, and continues upon arrival. This learning

continues in parallel with workplace onboarding and may be reinforced through social interactions with colleagues in the workplace. Support in acquiring housing, learning about the local culture, and developing language proficiency are factors that are predicted to impact short-term retention in the organization. However, they may have longer-term implications for community retention, which is particularly important for non-gateway communities that are struggling with outmigration and ageing demographics.

Due to the differences in the location of recruitment there is a need to adjust the processes accordingly. Put simply, the needs and processes of onboarding immigrant workers and temporary foreign workers who are already on the territory when they are recruited are different from the onboarding needs and processes of temporary foreign workers who are recruited from abroad. Consequently, two onboarding models emerged from this study (cf. Figure 1 and Figure 2 below).

Figure 1

Bienvenue Onboard I -An Onboarding Model for Immigrant Workers

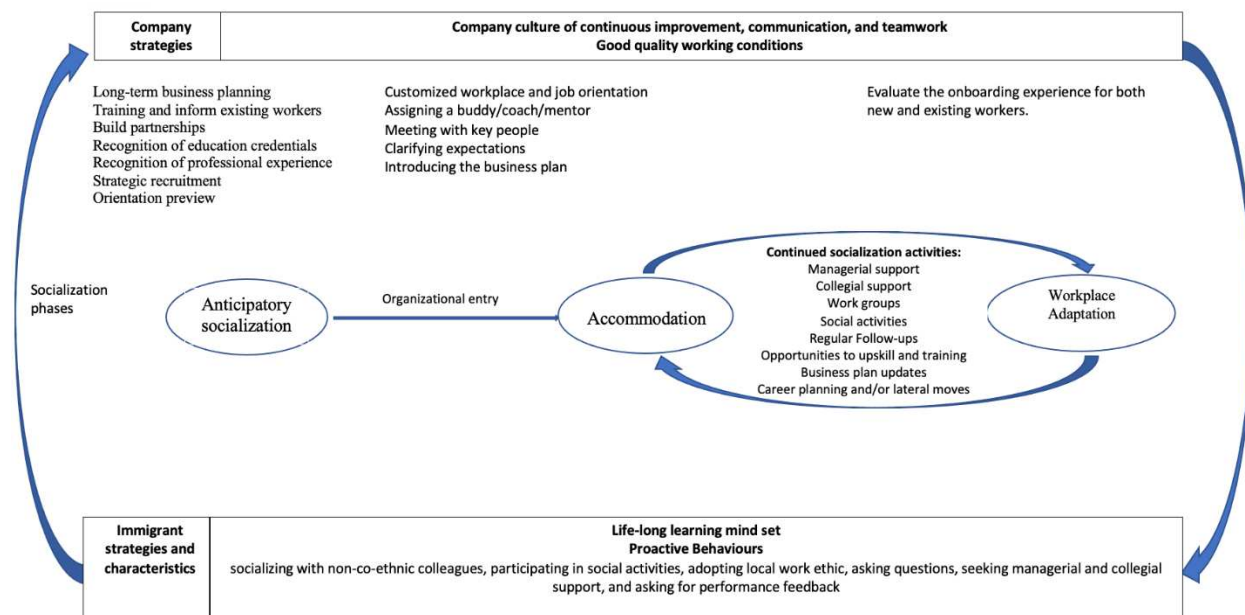
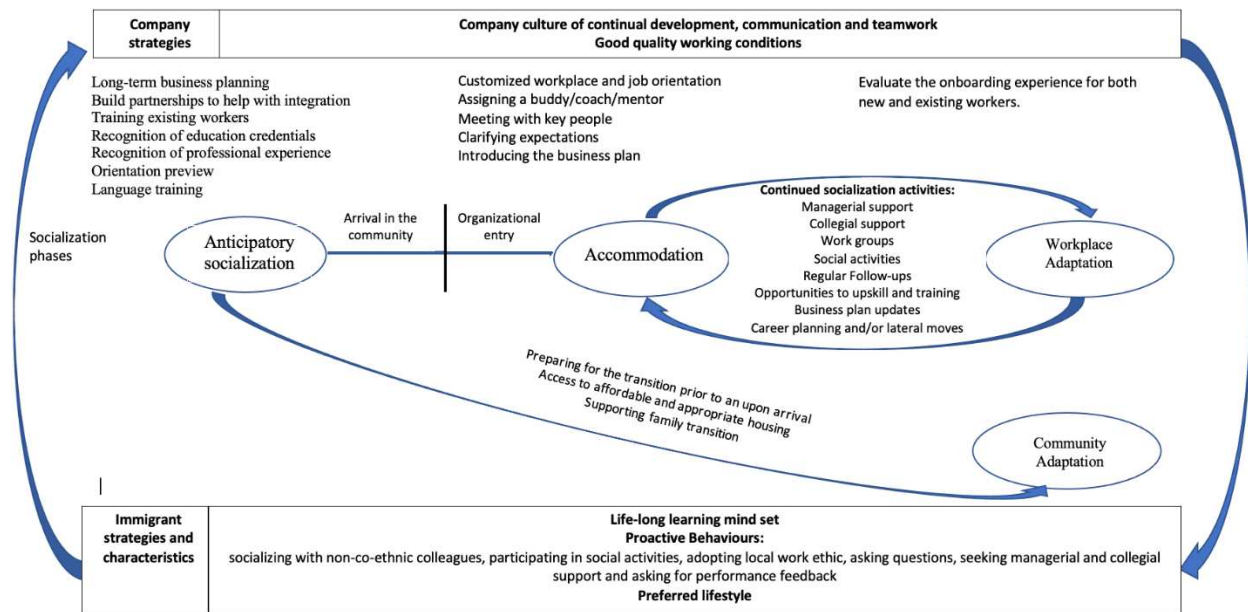


Figure 2

Bienvenue Onboard II- An Onboarding Model for Temporary Foreign Workers



Chapter Eleven: Conclusion

This chapter presents the conclusions of the study, which explored the immigrant onboarding practices of manufacturing small to medium enterprises (SMEs), those with fewer than 500 employees (Global Affairs Canada, 2019) located in non-gateway locations, smaller cities and towns that attract fewer immigrants (IRCC, 2018d). The chapter is divided into four subsections. First, is a discussion of the implications for Human Resource practitioners in non-gateway SME manufacturing companies looking to develop an effective onboarding program for immigrants and to improve their capacity to retain those workers in the organization and the community. Second, is a presentation of the study's implications for research and theory. Third, is a discussion of the limitations of this study. Last, the chapter closes with suggestions for further research.

Implications to Practice, Training and Teaching

This sub-section presents the implications for higher education institutions, Human Resource practitioners in general and manufacturing SMEs in non-gateway locations in particular. These implications are applicable to the Quebec context, they may be adapted for other Canadian contexts and potentially other countries as well. There were seven implications concerning: i) preparing students for the workforce, ii) adapting diversity, equity, and inclusion programs iii) a continuous improvement work culture, iv) communities struggling to attract immigrants, v) absorbing the costs of community integration, vi) temporary foreign workers are seen as a permanent source of labour and vii) the role of the workplace for language learning.

Preparing Students for the Workforce. The results of this study may be used by higher education institutions, such as CÉGEPs (general and professional teaching colleges) and Universities to develop programs, or tweak existing programs, designed to help prepare students for entering the job market. Student learning opportunities that may be garnered from this study

could cover general onboarding information such as explaining what an onboarding program is, its purpose, the different types of activities they may encounter, how onboarding experiences and performance expectations may differ in small, medium, and large enterprises and common onboarding challenges faced by different groups of workers.

Furthermore, students may receive information and training on the specific actions they may take to improve their onboarding experiences prior to interviews, during interviews and after hiring. Some activities that may be helpful before and during the interviews may include: explaining the importance of adopting a lifelong learning mindset, researching information about a company's mission, vision, and values, identifying questions to learn more about the company culture and the understanding what type of onboarding activities will be made available to them. Students may also receive training and information on proactive behaviours after being hired such as: the importance of socializing with colleagues of different ages, tenure, backgrounds, and departments, supplying them with sample performance feedback questions and whom they may turn to for that feedback and explaining the importance of participating in social and networking events.

Adapting Diversity, Equity, and Inclusion Programs. Four implications emerged from this study that corroborate previous literature. First, these policies should emphasize a wide definition of diversity without focusing on any single cultural group (Holladay et al., 2003) and employers may identify age, educational background, previous work experience and personal life experiences as being part of diversity. Second, diversity policies should be connected to other organizational policies (Schmidt, 2004; Wentling & Palma-Rivas, 1998) and emphasize common goals (Valenzuela, 2019) and values. This can be done by sharing the business plan and identifying specific behaviours that correspond to organizational values the organization looks

for in all employees they recruit. Third, employers hiring temporary foreign workers should aim to hire workers from different countries to have an ethnically diverse workforce to avoid having an ethnically dichotomous workplace with tensions across cultural lines. Last, training for employees should focus on specific onboarding and needs and relational aspects rather than cultural competencies (Awbrey, 2007; Ross-Gordon & Brooks, 2004). Specific training may include language training for newly hired immigrant employees who require additional support, and help filling out immigration paperwork. For managers and supervisors training that focuses on leadership and communication to support new and existing workers. For other existing workers general information sessions about incoming workers, specific challenges different groups of workers may face and how simple strategies such as making small talk may help new immigrant workers integrate into the workplace and the local community.

A Continuous Improvement Work Culture. Non-gateway SME manufacturers are implementing an onboarding plan embedded in a continuous improvement work culture to improve their ability to attract, integrate and retain immigrant and temporary foreign workers.

This plan may be summarized as a seven-step emerging set of recommendations:

1. Step 1: Prepare an onboarding action plan,
2. Step 2: Advertise and recruit strategically,
3. Step 3: Prepare existing and incoming staff,
4. Step 4: Offer a workplace and job orientation program,
5. Step 5: Offer support for social integration,
6. Step 6: Follow up with further investments in people,
7. Step 7: Evaluate the onboarding experience,

The implementation of a continuous improvement work culture to the onboarding process is an original contribution of the present study and appears to offer a practical strategy to address a fundamental challenge identified in the seminal work of Feldman (1976). Feldman's study and subsequent contingency theory of socialization (1976) found that employees in lower-level positions, such as tradesmen and accounting clerks, will master their role more quickly, leading to lower levels of motivation and job involvement due to a lack of autonomy and/or required fewer job skills, which in turn decreases motivation and job satisfaction and ultimately increases the probability of turnover.

In the present study, workers with technical or trade skills who reported higher levels of job satisfaction were those working for an organization that offered a culture of continuous improvement and rotated workers so they would experience different tasks and responsibilities. Workers in three of the four companies, immigrants, and locals alike, felt that these practices provided challenging work they enjoyed. Companies that adopted a continuous improvement strategy also shared the strategic business plan with workers regularly. This promoted transparency, a common understanding of the objectives and challenges ahead and appeared to build trust with their employer, which appears to be especially important during difficult economic times such as the Covid-19 pandemic lockdowns.

Moreover, companies with a culture of continuous improvement established work groups that promoted communication and teamwork and increased opportunities for informal developmental relationships to form. There was a strong pattern where three of the four companies promoted work groups or working committees as part of the continuous improvement culture and the fourth company introduced a new initiative. These work groups and committees were designed to identify challenges and solutions to improve the workplace. These work

groups created opportunities for interaction and collaboration within and/or across departments and promoted a sense of teamwork in a job that may otherwise feel solitary as workers' assignments did not require collaboration to be completed. Previous literature mentions that in the absence of formal developmental relationships employers may offer new employees the opportunity to engage in social networking events to develop organic relationships with peers in the industry (Bowman et al., 2018). However, the literature does not broach the potential of a continuous improvement work culture that incorporates work groups and/or working committees, to promote the development of organic developmental relationships in the workplace.

Additionally, companies that offer a culture of continuous improvement that promote communication and teamwork appeared to offset the negative impact of less structured job orientation programs. This aligns with previous findings that social tactics are the most influential, the most important and effective for improving workplace integration and retention (Jones 1986; van Maanen & Schein, 1979). Thus, implying that certain types of workplace culture and management styles can make up for onboarding and orientation programs that lack structure and maturity. Therefore, it may be beneficial for policymakers to create subsidies for companies seeking to implement this type of culture or to incorporate elements of the recommendations from this study into existing subsidy programs.

Communities Struggling to Attract Immigrants. Quebec non-gateway communities are struggling to attract immigrant workers, even those who in theory meet the criteria to be attractive to newly arrived immigrants from gateway cities. The two economic pre-requisites are an economic boom and/or having a diversified economy (Collantes et al., 2014, Ostrovsky, Hou & Picot, 2011) as they offer immigrants opportunities to participate in the local economy in their

field of expertise (Krivokapic-Skoko & Collins, 2016; Sapeha, 2016; George, Selimos & Ku, 2017), to advance professional and personal goals (Cvetkovic, 2009; Hou, 2007; Krahn et al., 2005; Sherell et al. 2005) and to accommodate those of their spouses and or children (Sapeha, 2015).

Two neighbouring communities in this study offer both: one has a highly diversified economy with a large proportion of high-tech industries while the other will see the injection of billions of Federal contract dollars to one of its large employers that has a substantial supply chain in the community and across the province. In addition, the two communities offer ample access to other services and amenities that are credited with attracting and retaining immigrants in non-gateway locations. These services and amenities include public transit, access to major highways, an international airport, access to multiple higher education institutions, health services, and cultural community groups (Brown, 2017; Collantes et al., 2007; Hollywood & McQuaid, 2007; Sapeha, 2015; Simich, Beiser, Stewart & Mwakarinba, 2005; Teixeira, 2009). Yet, both neighbouring communities continue to have low levels of economic immigrant intake numbers and companies feel obliged to turn to temporary foreign workers. This raises questions at the community and provincial level regarding the need for perhaps improving the promotion of these regions and the economic opportunities and benefits of living in those communities. Likewise, it may be an opportunity to provide subsidies to immigrants who settle in those communities and who are gainfully employed in the region.

Absorbing the Costs of Community Integration. Non-gateway communities experiencing low immigrant intake rates have resulted in companies hiring temporary foreign workers to meet their labour needs and absorbing community integration. To bolster company and community retention, non-gateway employers are making substantial investments such as subsidizing and

loaning money to their temporary foreign workers so they may bring their families to the country, investing in housing, financially helping them acquire vehicles and insurance for those vehicles, registering children to schools and helping to connect these new arrivals with local organizations and social activities to support social integration. Investments made by private company are beneficial to the wider community, as temporary foreign workers and their families represent a potential source to revitalize local demographics and attenuate labour shortages in other sectors such as healthcare and education. In addition, these companies are experiencing the same complexity, costs and wait times as their gateway counterparts who have access to a larger pool of immigrant workers and social integration services. For this reason, at the policy level, there may be a need to consider decreasing the costs, length, and complexity of hiring a temporary foreign worker for companies in non-gateway locations and/or providing subsidies to companies that have made substantial investments that benefit the wider community.

Temporary Foreign Workers are Seen as a Permanent Source of Labour. Temporary foreign workers in this study are seen as a permanent source of labour by all four companies. Three of the four employers said they are not only bringing workers but rather entire families into the community and future permanent residents. This contrasts with previous studies that found employers in the agriculture sector preferred their workers remain on temporary visas for fear that as permanent residents they would experience lower purchasing power in Canada and result in high turnover rates (Bélanger & Candiz, 2014; Gravel et al., 2017). Non-gateway SME manufacturers expressed concerns they would lose some immigrant employees to larger companies once the workers obtained permanent residency. However, the SMEs remained undeterred and simply added they would continue recruiting a few additional workers annually to replace the losses.

Although these may count as losses for the company, if they remain in the community, they bring benefits to the wider community as discussed in the previous point. This is why from a policy standpoint it may be beneficial to facilitate and fast-track permanent residence applications from temporary foreign workers in non-gateway locations who meet the criteria identified as indicators of longer-term retention. In addition to language proficiency, three additional criteria are documented as increasing the probability of retention in non-gateway communities. Those three criteria are temporary foreign workers: who establish themselves in the community with their families, whose spouses who are gainfully employed in the community and those who have purchased a home in the community (Dalla et al., 2005; Sapeha, 2016; Sapeha, 2015; Walton-Roberts, 2005). As such, there would be a vested interest in financing additional services to support the economic integration of temporary foreign workers and spouses and facilitating the purchase of a home. Presently, to obtain permanent residence, temporary foreign workers are required to speak a certain level of French and to have been gainfully employed for one year in a job that is not seasonal (Employment and Social Development Canada, 2023). However, as it stands, the process to apply for permanent residence is as costly, complex, and not fast-tracked for temporary foreign workers in non-gateway communities.

The Role of the Workplace for Language Learning. The workplace is the most important context for acquiring language proficiency. This was something that seven of the eight immigrant workers, for whom French is not their first or second language, discussed directly or indirectly. The workplace is where immigrants and locals alike, spend the better part of their day. It is the context where immigrants have the greatest access to speakers of the target language, and it was observed that acquiring proficiency became more challenging for workers

in companies if local workers abstained from interacting with them. It may also be argued that the workplace will become an increasingly important source for acquiring language proficiency as automation in stores and other public locations decrease their opportunities for real-life conversations.

Moreover, language proficiency is an important factor for both workplace and community integration and retention. Previous studies indicate that language proficiency facilitates workplace communication and integration, it decreases the likelihood of experiencing discrimination (Dalla, Ellis & Cramer, 2015) and increases retention of immigrants in non-gateway locations (Sapeha, 2016, Townsend et al., 2014). For these reasons, there are three important implications for employers. First, it is imperative to nurture a work culture that promotes communication and teamwork where immigrants could interact with local colleagues. Second, a co-ethnic buddy may be better equipped to help with workplace cultural integration by identifying challenges that may arise but immigrant workers who are learning the target language would benefit from being paired with a non-immigrant buddy to increase their opportunity to practice the target language. As such, organizations may choose to assign two buddies or a single buddy and adjust or reinforce other onboarding processes accordingly. Third, local workers who do not have a formal developmental relationship should be informed that they too play a role in helping immigrants develop language proficiency by making small talk with them. Fourth, immigrant workers who are learning the host country's language would benefit from being reminded of the importance to socialize with colleagues who are not part of their co-ethnic community.

Implications for Research and Theory

This section discusses the research and theoretical implications of the present study. Five contributions were identified: i) the contribution to the body of onboarding research, ii) the

challenges and needs of companies and immigrants, iii) the interactionist and bi-directional nature of onboarding, iv) onboarding is not a one-and-done event and v) two models are introduced taking into account the role of both employers and employees.

The Contribution to the Body of Onboarding Research. The present study contributes to the body of research addressing immigrant and temporary foreign workers' onboarding. There is an abundant amount of research investigating immigrant social integration and regionalization coming from various disciplines including sociology, geography, demographics, management, politics and psychology. However, research concerning the economic integration of immigrants and temporary foreign workers, specifically as it relates to onboarding or organizational socialization in non-gateway locations represents a smaller body of literature to which this study contributes. Likewise, this study examines onboarding from two perspectives from within each organization: those of employers and those of employees from across ranks. Further to this point, this study adds to the existing body of literature by identifying and describing employers' immigrant onboarding practices, immigrants' perceptions of those practices and discontinuities between the two.

The Challenges and Needs of Companies and Immigrants. The present study focuses on onboarding challenges and needs of both companies and immigrants and identifies the roles of each in ensuring a successful outcome defined as retention in the workplace and non-gateway communities. Previously literature identifies four economic integration challenges faced by immigrants: i) recognition of education credentials and professional experience (Walton-Roberts, 2005), ii) language proficiency (Bélanger & Vézina, 2017, Townsend et al. 2014), iii) professional networks (Dalla et al., 2005; Hakak & Holzinger, 2010; Krahn et al., 2005; Sherell et al., 2005; Walton-Roberts, 2005) and iv) social networks in non-gateway communities'

(Collantes et al., 2014; Sapeha, 2015; Échref-Ouédraogo, 2012). The present study aligns with those findings and identifies three additional challenges that immigrants face: i) the complexity, cost, and length of acquiring a permanent residence and ii) access to information concerning the community and local systems including banking, taxes, and education and iii) the opportunities to practice the target language.

Previous research has also identified the challenges faced by employers and communities looking to attract and integrate immigrant workers. Four challenges were identified: i) the local economic conditions (Miraftab & McConnell, 2008, Walton-Roberts, 2005), ii) the ability to provide access to integration services (Simich, et al., 2005), iii) the ability to provide access to social services and amenities (Simich, et al., 2005), iv) the ability to offer higher paying jobs and good working conditions (Collantes et al., 2014; Hollywood & McQuaid, 2017) and iv) locals attitudes towards immigrants and local policies (Boese & Phillips, 2017). The findings of this study support these previous findings and add four additional challenges: i) the length, complexity and costs associated with hiring temporary foreign workers, ii) SMEs' inability to compete with salaries and benefits offered by large employers, iii) inadequate onboarding information and iv) retaining workers in the company due to a worker shortage and aggressive recruitment tactics.

The Interactionist and Bi-Directional Nature of Onboarding. Organizational socialization and onboarding literature widely accept that the process is interactionist, meaning the outcomes are the product of both organizational strategies and newcomer behaviours (Ashforth et al., 2007). However, the present study also indicates that onboarding is a bi-directional process whereby organizational strategies should address existing workers' needs and provide them with training in preparation for the arrival of new workers. The reason for this is twofold: first, so that

existing workers are better equipped to understand the challenges that incoming workers face and second to understand how certain behaviours such as being sociable with the new workers may improve their integration and language proficiency in the case of new workers who are immigrants. Previous suggested training existing workers, but only those with a formal development relationship role (Nigah, et al., 2012). The present study makes an original contribution as it extends the training of existing workers to workers across departments and ranks who inevitably fill an informal role in the process. For example, the literature refers to the importance of managerial support (D'Abate et al., 2013) and managerial support mechanisms such as frequent and regular interactions to provide performance feedback, providing meaningful assignments (Korte, 2009b), providing advice on how to simplify a task, consulting employees to identify workflow barriers and potential solutions (Halbesleben & Rotondo, 2007). However, it does not address how to train and support managers in their support roles. In the present study, training provided to managers included: co-development or one-on-one sessions on how to motivate their teams and how to deal with conflict that might arise. Furthermore, in one company workers across all ranks and departments were provided with an information session to introduce them to the country and the culture of incoming temporary foreign workers.

Onboarding is Not a One and Done Event. Onboarding, or organizational socialization, has traditionally focused on the shorter-term attraction and integration of workers to improve retention rates and decrease costs associated with turnover. However, there is a need to focus on longer-term retention strategies for three reasons. First, as countries face decreasing demographics and consequently a tighter labour market, organizations are competing for the same limited pool of workers. Second, as discussed in the previous chapter, digital and technological transformation is transforming job roles and responsibilities and as such workers'

professional needs also change over time. Third, workers' personal needs change as they age, go through different stages of life and in the case of immigrants the different stages of workplace and community integration.

For practitioners, this means there is a need to continually remain vigilant concerning workers' learning needs. This may be met through career planning, and lateral movement providing a flexible schedule. For research and theory, this provides additional depth to Feldman's third stage of role management, requiring workers to resolve personal and professional conflicts, and is commensurate with Holton's model (1996) suggesting that onboarding is a cyclical and ongoing process.

Two Models are Introduced Taking Into Account the Role of Both Employers and Employees.

Taking into consideration both the employers' and employees' perspectives and building on previous research, two onboarding models are introduced. One provides a framework for onboarding immigrants who are already located on the territory and the other a framework for onboarding temporary foreign workers recruited from their country of origin. The models show the relationships between different company stakeholders, and how their efforts relate to workplace and community retention respectively. These two models bring together three perspectives of onboarding. First, it builds on the work of Feldman (1976) who focuses on the newcomer experience and organizational strategies by adding the influence of the newcomer's characteristics and behaviours. Second, it builds on the previous work that has sought to shed light on the strategies used to operationalize van Maanen and Schein's organizational socialization model (1979). Last, it incorporates the multiple stakeholders identified in Holton's new employee development integrated system model (1996).

Limitations

There are five limitations to this study. First, due to the qualitative nature of the study and the small sample, the results may not be generalizable and capture the full diversity of Quebec non-gateway SMEs across the province. In contrast to quantitative methods, which seek to test a hypothesis, the present study sought to investigate a social and open-ended issue (Denzin & Lincoln, 2011) by collecting data from multiple sources, and multiple participants and examining multiple meanings using inductive, and interpretive methods (Creswell, 2007; Golafshani, 2003). In sum, the results of the study are framed by the specific context of the companies and participants and the results reflect patterns across those different locations. As such, the results may to some extent, or not, apply to other similar contexts.

Second, the sample is reflective of the Quebec context, which is unique in Canada and the results may not necessarily reflect the reality of non-gateway SMEs in other Canadian provinces or non-gateway SMEs in other countries. In Quebec French speakers are a majority in the province but they represent a minority in Canada and more broadly in North America. This minority status heightens concerns regarding the maintenance of the language and local culture and seeps into the realm of provincial political discourse and legislation. As such, Quebec has its own provincial immigration and integration ministry where French language proficiency plays an important role in provincial immigration selection and provision of integration services. Furthermore, immigrant integration in Quebec is bound by a model of interculturalism, where the French language is a vehicle for transmitting Quebec secular culture (Schweitzer, 2017), rather than the model the federal model of multiculturalism, where immigrants maintain their ancestral and identity and have a sense of belonging (Canadian Heritage, 2023).

Third, this study focused specifically on non-gateway locations, which are less popular immigrant destinations. Non-gateway destinations, in contrast to larger urban cities with larger

immigrant populations, may face greater challenges insofar as the availability of housing, integration services, jobs for spouses and accompanying family members and access to co-ethnic communities. As such, some of the recommendations emerging from the study may be less applicable to small and medium enterprises in larger cities, that attract immigrants and have more services and resources to support their social and economic integration.

Fourth, the present study relied on the perceptions of participants over a short period. The data examined participants' satisfaction or lack thereof with their employer's onboarding program. The data did not include an analysis or correlation of those perceptions with retention. Only one of the four companies provided an approximate retention rate, and one participant left his employer during the course of the study despite reporting satisfaction with the overall onboarding experience. Moreover, there is the possibility that participants did not share all of their thoughts and experiences.

Fifth, exceptional circumstances had some impact on the results of this study. This study took place during the Covid-19 pandemic, which required companies to modify their onboarding processes and strategies. Specifically onboarding processes related to social tactics due to social distancing and government regulations prohibiting in-person gatherings and activities.

Four elements help to minimize the above-mentioned limitations. First, there was the use of methodological triangulation consisting of collecting data from multiple sources (Guba & Lincoln, 1982; Golafshani, 2003) including artifacts, fieldnotes and interviews with 28 participants from across ranks and departments in four organizations. Second, there were two member checks conducted, one with each participant and a company presentation of the results (Guba & Lincoln, 1982). These served as an opportunity to validate if anything was omitted or required additional precision. Third, the present study used thick descriptions to capture the

complexity and contradictions of the issue. Last, certain patterns that emerged are aligned with findings from previous studies with large samples and quantitative analyses that are generalizable.

Suggestions for Future Research

From this study six future research directions concerning onboarding emerge. First, the present study could be extended by investigating the use of the emerging seven-step iterative method among other manufacturing SMEs. This would serve to reinforce the representativeness of the results and gain a better understanding of which steps manufacturing SMEs struggle to implement. It would also allow us to better understand the benefits and challenges for retention of those who use more or fewer steps of the model.

Second, future research is needed to understand the use of this emerging seven-step iterative method among SMEs in different industries. Currently, much of the available research investigates onboarding without differentiating by industry thus ignoring industry-specific factors that may impact the process and retention. Research of this type would serve to develop industry-specific profiles that would help customize onboarding strategies to the specific needs of different industries.

Third, there is a need to compare the use of this emerging seven-step iterative method among SMEs in Quebec non-gateway and gateway locations, in other Canadian provinces and other countries. The benefit of these geographic-specific investigations would be a better understanding of the relevance of each of the seven steps across geographic locations. Likewise, it would allow for the identification of common patterns across geographic locations. The profiles that would emerge could then serve to guide policymakers and service providers in developing customized onboarding support policies and programs for SMEs.

Fourth, the first three future research directions discussed above should be repeated for large organizations, those with 500 or more employees. Large organizations have financial and Human Resource means to develop more sophisticated onboarding programs and track the progress and retention of workers. This would be beneficial insight for SMEs particularly those struggling with the labour shortage and who belong to the supply chain of the larger companies.

Fifth, there is a need to further explore the onboarding experiences of temporary foreign workers and to what extent organizational strategies that promote community integration influence long-term retention in non-gateway communities. Currently, research primarily has investigated temporary seasonal workers, specifically in the agriculture sector, and pays little attention to those who gain permanent residence. The importance of this segment of immigrants cannot be ignored as their numbers on the Canadian territory have increased from 110,000 in 2000 to 770,000 in 2022 (Statistics Canada, 2022c) and employers in this study describe them as a permanent source of labour and future Canadian residents. By extension, there is a need to investigate the experiences of the accompanying family members and their motives for remaining or leaving the community once they obtain permanent residence. This would provide additional insight into the type of support communities and employers could provide to improve community retention which is crucial to help stem and reverse the demographic decline in those communities.

Last, there is a need to better understand the role of informal learning in the workplace, which may be defined as strategies used to learn outside of a structured learning environment (Carliner, 2013b; Conklin, 2010). What we know from this, and previous research is that managers and colleagues serve as an important source of informal learning about the workplace culture, workplace processes and the community. This could provide additional insight to

employers looking to promote proactive behaviours among their employees who do not have a formal role in the onboarding process but who do nonetheless play a vital role in the integration and retention of new immigrant workers.

References

- Abma, T.A. & Widdershoven, G.A.M. (2011). Evaluation as a relationally responsible practice. In N. Denzin and Y. Lincoln (Eds.). *The SAGE handbook of qualitative research* (4th ed., pp. 669-681). SAGE Publications.
- Acevedo, J.M. & Yancey, G.B. (2011). Assessing new employee orientation programs. *Journal of Workplace Learning*, 23(5), 349-354. doi:10.1108/13665621111141939
- Adkins, C. (1995). Previous work experience and organizational socialization: A longitudinal examination. *The Academy of Management Journal*, 38(3), 839-862.
- Agarwala, T., Arizkuren, A., Del Castillo, E. & Muniz. (2020). Work-family culture and organizational commitment. *Personnel Review*, 49(7), 1467-1486. doi: 10.1108-PR-11-2019-0608
- Al-Ghazali, B.M. (2020). Transformational leadership, career adaptability, job embeddedness and perceived career success: A series mediation model. *Leadership and Organization Development Journal*, 41(8), 993-1013. doi: 10.1108/LODJ-10-2019-0455
- Alhejji, H., Garavan, T., Carbery, R., O'Brien, F & McGuire, D. (2016). Diversity training programme outcomes: A systematic review. *Human Resource Development Quarterly*, 27(1), 95- 149. doi:10.1002/hrdq
- Allen, D. (2004). Do organizational socialization tactics influence newcomer embeddedness and turnover? *Academy of Management Proceedings*, 2004(1), 6. doi:10.5465/ambpp.2004.13863082
- Allen, N., & Meyer, J. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *The Academy of Management Journal*, 33(4), 847-858.

- Allen, D., & Shanock, L. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior*, 34(3), 350-369. doi:10.1002/job.1805
- Anderson, N.R., Cunningham-Snell, N.A. & Haigh, J. (1996). Induction training as socialization: Current practice and attitudes to evaluation in British organizations. *International Journal of Selection and Assessment*, 4(4), 169-183. doi:10.1111/j.1468-2389.1996.tb00052.x
- Anakwe, U., & Greenhaus, J. (2000). Prior work experience and socialization experiences of college graduates. *International Journal of Manpower*, 21(2), 95-111. doi:10.1108/01437720010331035
- Arcand, S., Lenoir-Achdjian, A., & Helly, D. (2009). Insertion professionnelle d'immigrants récents et réseaux sociaux: Le cas de maghrébins à Montréal et Sherbrooke. *Canadian Journal of Sociology*, 34(2), 373-402.
- Ardts, J., Jansen, P., & Velde, M. (2001). The breaking in of new employees: Effectiveness of socialisation tactics and personnel instruments. *Journal of Management Development*, 20(2), 159-167. doi:10.1108/02621710110382178
- Ashforth, B., Saks, A., & Lee, R. (1998). Socialization and newcomer adjustment: The role of organizational context. *Human Relations*, 51(7), 897-926. doi:10.1023/A:1016999527596
- Ashforth, B., Sluss, D., & Saks, A. (2007). Socialization tactics, proactive behavior, and newcomer learning: Integrating socialization models. *Journal of Vocational Behavior*, 70(3), 447-462. doi:10.1016/j.jvb.2007.02.001
- Aslund, O., Hensvik, L. & Nordström Skans, O. (2014). Seeking similarity: How immigrants and natives manage in the labor market. *Journal of Labor Economics*, 32(3), 405-441.

- Atzori, M., Lombardi, L., Fraccaroli, F., Battistelli, A., & Zaniboni, S. (2008). Organizational socialization of women in the Italian army: Learning processes and proactive tactics. *Journal of Workplace Learning, 20*(5), 327-347. doi:10.1108/13665620810882932
- Au, A.Y.W., Garey, J.G., Berma, N. & Chan, M.M. (1998). The relationship between acculturation and job satisfaction among Chinese immigrants in the New York City restaurant business. *Hospitality Management, 17*(1), 11-21.
- Awbrey, S.M. (2007). The dynamics of vertical and horizontal diversity in organization and society. *Human Resource Development Review, 6*(1), 7-32.
doi:10.1177/1534484306295638
- Bae, S.H. (2011). Organizational socialization of international nurses in the New York metropolitan area. *International Nursing Review, 59*, 81-87.
- Baernholdt, M. & Mark, B.A. (2009). The nurse work environment, job satisfaction and turnover rates in rural and urban nursing units. *Journal of Nursing Management, 17*, 994-1001.
doi:10.1111/J/1365-2834.2009.01027.x
- Baker, H., & Feldman, D. (1991). Linking organizational socialization tactics with corporate Human Resource Management strategies. *Human Resource Management Review, 1*(3), 193-202. doi:10.1016/1053-4822(91)90014-4
- Baker, P.L. & Hotek, D. (2003). Perhaps a blessing: Skills and contributions of recent Mexican immigrants in the rural Midwest. *Hispanic Journal of Behavioural Sciences, 25*(4), 448-468. doi:10.1177/0739986303259490
- Balali S., Steinmacher I., Annamalai U., Sarma A. & Gerosa, M. A. (2018). Newcomers' barriers... is that all? An analysis of mentors' and newcomers' barriers in OSS projects.

- Computer Supported Cooperative Work*, 27(3-6), 679–714. doi:10.1007/s10606-018-9310-8
- Balasubramanian, M., Spencer, A.J., Short, S.D., Watkins, K., Chrisopoulos, S. & Brennan, D.S. (2016). Job satisfaction among 'migrant dentists' in Australia: Implications for dentist migration and workforce policy. *Australian Dental Journal*, 2016, 61(2), 174-182. doi:10.1111/adj.12370
- Ball, P. & Giles, H. (1982). Speech style and employment selection: The matched-guise technique. In Breakwell, G.N., Foot, H., Gilmour, R. (Eds.). *Social Psychology: A practical guide*. Springer.
- Ballard, A., & Blessing, L. (2006). Organizational socialization through employee orientations at North Carolina state university libraries. *College & Research Libraries*, 67(3), 240-248. doi:10.5860/crl.67.3.240
- Barcus, H.R. & Simmons, L. (2013). Ethnic restructuring in rural America: Migration and the changing faces of rural communities in the Great Plains. *The Professional Geographer*, 65(1), 130-152.
- Batistič, S., & Kaše, R. (2015). The organizational socialization field fragmentation: A bibliometric review. *Scientometrics*, 104(1), 121-146. doi:10.1007/s11192-015-1538-1
- Batra, S. (2020). Developing a conceptual and measurement framework of organizational socialization, authentic leadership and affective commitment for construction professionals. *Jindal Journal of Business Research*, 9(2), 176-187. doi: 10.1177/2278682120969641
- Bauer, N. T. (2010). *Onboarding new employees: Maximizing success*. Alexandria, VA: SHRM Foundation.

- Bauer, T. (2016). Manager: Take accountability for onboarding. *Workforce Solutions Review*, 7(4), 34-35.
- Bauer, T., Bodner, T., Erdogan, B., Truxillo, D., & Tucker, J. (2007). Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *The Journal of Applied Psychology*, 92(3), 707-21. doi:10.1037/0021-9010.92.3.707
- Béji, K. & Pellerin, A. (2010). Intégration socio-professionnelle des immigrants récents au Québec: Le rôle de l'information et des réseaux sociaux. *Relations Industrielles*, 65(4), 562-583.
- Bélanger, D., & Candiz, G. (2014). Essentiels, fiables et invisibles: Les travailleurs agricoles migrants latino-américains au Québec vus par la population locale. *Canadian Ethnic Studies*, 46(1), 45-66.
- Bélanger, A. & Vézina, S. (2017). Niveau de littératie et intégration économique des immigrants Canadiens. *Canadian Ethnic Studies* 49(2), 53-74.
- Benzinger, D. (2016). Organizational socialization tactics and newcomer information seeking in the contingent workforce. *Personnel Review*, 45(4), 743-763. doi: 10.1108/PR-06-2014-0131
- Berry, J. W. (2005). *Acculturation*. In W. Friedlmeier, P. Chakkarath, & B. Schwarz (Eds.), *Culture and human development: The importance of cross-cultural research for the social sciences* (p. 291–302). Psychology Press/Erlbaum (UK) Taylor & Francis.
- Bhuiy, N. & Bagel, A. (2005). An overview of continuous improvement: From the past to the present. *Management Decision*, 43(5), 761-771. doi: 10.1108/00251740510597761

- Boese, M. & Phillips, M. (2017). The role of local government in migrant and refugee settlement in regional and rural Australia. *Australian Journal of Social Issues*, 52(4), 388-404.
doi:10.1002/ajs4.26
- Bonikowska, A., Hou, F. & Picot, G. (2017). New immigrants seeking new places: The role of policy changes in the regional distribution of new immigrants to Canada. *Growth and Change*, 48(1), 174-190. doi:10.1111/grow.12144
- Boudarbat, B. & Grenier, G. (2017). Immigration in Quebec: Labour market integration and contribution to economic growth. *Canadian Ethnic Studies*, 49(2), 13-32.
- Bourhis, R., Montreuil, A., Helly, D., & Jantzen, L. (2007). Discrimination et linguicisme au Québec: Enquête sur la diversité ethnique au Canada. *Canadian Ethnic Studies*, 39(1-2), 31-49.
- Bowman, T.G., Mazerolle, S.M. & Kilbourne, B.F. (2018). Perceptions of employer socialization tactics during junior faculty transition into higher education. *Athletic Training Education Journal*, 13(1), 42-48. doi: 10.4085/130142
- Bradt, G., Forgang, C., Olcott, G., Rigby-Hall, R., Walter, M., & Weckström, S. (2010). Perspectives: Point/counterpoint onboarding: An act of transformational leadership. *Human Resource Planning*, 33(2), 4-4.
- Brière, S., Fortin, B., & Lacroix, G. (2016). *Discrimination à l'embauche des candidates d'origine maghrébine dans la région de la capitale-nationale*. Retrieved from Centre for Inter-University Research and Analysis of Organisations:
<https://cirano.qc.ca/files/publications/2016s-28.pdf>

- Britto, R., Smite, S., Damm, L.-O., Börstler, J. (2020). Evaluating and strategizing the onboarding of software developers in large-scale globally distributed projects. *The Journal of Systems & Software*, 169, 1-18. doi: 10.1016/j.js.2020.110699
- Brown, N. (2017). Housing experiences of recent immigrants to Canada's small cities: The case of North Bay, Ontario. *Journal of International Migration and Integration*, 18(3), 719-747. doi:10.1007/s12134-016-0498-5
- Business Development Bank of Canada [BDC]. (2018). *Pénurie de main d'oeuvre: Un problème tenace*. Retrieved from https://www.bdc.ca/fr/a_propos/recherche_pme/pages/penurie-main-doeuvre.aspx
- Cable, D., & Parsons, C. (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, 54(1), 1-23. doi:10.1111/j.1744-6570.2001.tb00083.x
- Cai, D., Liu, J., Zhao, H. & Li, M. (2020). Could social media help in newcomers' socialization? The moderating effect of newcomers' utilitarian motivation. *Computers in Human Behaviour*, 107, 1-13. doi: 10.1016/j.chb.2020.106273
- Canadian Business. (2015). *The true cost of staff turnover and one smart way to reduce it*. Retrieved from <https://www.canadianbusiness.com/leadership/the-true-cost-of-staff-turnover-and-one-smart-way-to-reduce-it/>
- Canadian Citizenship and Resource Centre. (2019). Charting the Manitoba provincial nominee program success story. Retrieved from <https://www.immigration.ca/charting-the-manitoba-provincial-nominee-program-success-story>
- Canadian Heritage. (2019). *Statistics on Official Languages*. Retrieved from <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/publications/statistics.html>

- Canadian Heritage. (2023). *Multiculturalism*. Retrieved from <https://www.canada.ca/en/services/culture/canadian-identity-society/multiculturalism.html>
- Carliner, S. (2013a). Human performance technology and HRD. *New Horizons in Adult Education and Human Resource Development*, 26(1), 33-41.
- Carliner, S. (2013b). How have concepts of informal learning developed over time? *Performance Improvement*, 52(3), 5-11.
- Carliner, S., Driscoll, M. & Thayer, Y. (2021). *Career anxiety: Guidance through tough times*. United States of America: International Career Press.
- Carr, P.J., Lichter, D.T. & Kefalas, M.J. (2012). Can immigrants save small town America? Hispanic boomtowns and the uneasy path to renewal. *The Annals of the American Academy of Political and Social Sciences*, 641, 38-57.
- Carter, T., Morrish, M. & Amoyaw, B. (2008). Attracting immigrants to smaller urban and rural communities: Lessons learned from the Manitoba provincial nominee program. *Journal of International Migration and Integration*, 9(2), 163-183. doi:10.1007/s12134-008-0051-2
- Cepale, G., Alessandri, G., Borgogni, L., Perinelli, E., Avanzi, L., Livi, S & Coscarelli, A. (2021). Emotional efficacy beliefs at work and turnover intentions: The mediational role of organizational socialization. *Journal of Career Assessment*, 29(3), 442-462. doi: 10.11077/1069072720983209
- 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

- Chao, G., O'Leary-Kelly, A., Wolf, S. & Klein, H., (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, 79(5), 730-743.
doi:10.1037//0021-9010.79.5.730
- Chevalier, S., Huart, I., Coillot, H., Odry, D., Mokoukolo, R., Gillet, N. & Fouquereau, E. (2020). How to increase affective organizational commitment among new French police officers. The role of trainers and organizational identification. *Police Practice and Research* 21(6), 562-575. doi: 10.1080/15614263.2019.1658582
- Chillakuri, B. (2020). Understanding generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277- 1296. doi: 10.1108/JOCM-02-2020-0058
- Cho, S. & Barak, E.M. (2008). Understanding of diversity and inclusion in a perceived homogeneous culture: A study of organizational commitment and job performance among Korean employees. *Social Work*, 32(4), 100-126.
doi:10.1080/03643100802293865
- Choi, Y.J., Lee, C. & Jacobs, R.L. (2015). The hierarchical linear relationship among structured on-the-job training activities, trainee characteristics, trainer characteristics, training environment characteristics, and organizational characteristics of workers in small and medium-sized enterprises. *Human Resource Development International*, 18(5), 499-520.
doi:10.1080/13678868.2015.1080046
- Chong, J.X.Y., Beenen, G., Gagné, M. & Dunlop, P.D. (2021). Satisfying newcomers' needs: The role of socialization tactics and supervisory autonomy support. *Journal of Business and Psychology*, 36, 315-331. doi: 10.1007/s10869-019-09678-z

- Chow, I. (2002). Organizational socialization and career success of Asian managers. *International Journal of Human Resource Management*, 13(4), 720-737.
doi:10.1080/09585190210125877
- Cibangu, S.K. & Hepworth, M. (2016). The uses of phenomenology and phenomenography: A critical review. *Library and Information Science Research*, 38(2), 148-160.
- Collantes, F., Pinilla, V., Sáez, L.A. & Silvestre, J. (2014). Reducing depopulation in rural Spain: The impact of immigration. *Population, Space and Place*, 20(7), 606-621.
doi:10.1002/psp.1797
- Conference Board of Canada. (2018). *Imagining Canada's economy without immigration*.
Retrieved from
<https://www.conferenceboard.ca/press/newsrelease/2018/05/15/imagining-canada-s-economy-without-immigration>
- Conference Board of Canada. (2019). *Which Canadian province welcomes the most immigrants?*
Retrieved from <https://www.conferenceboard.ca/insights/blogs/which-canadian-province-welcomes-the-most-immigrants>
- Conklin, J. (2010). Learning in the wild. *Research and Practice*, 7(2), 151-166. doi:
10.1080/14767333.2010.488327
- Cooper-Thomas, H., Anderson, N., & Cash, M. (2011). Investigating organizational socialization: A fresh look at newcomer adjustment strategies. *Personnel Review*, 41(1), 41-55. doi: 10.1108/00483481211189938
- Corbin, J.L. (2020). Turnover is coming: Strategies to prepare for impending retirements. *Journal of Library Administration*, 60 (4), 354-364. doi:
10.1080/01930826.2020.1721942

Cousineau, J.M. & Boudarbat, B. (2009). La situation économique des immigrants au Québec.

Relations Industrielles, 64(2), 230-249.

Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among five*

Approaches (2nd ed.). SAGE Publications.

Crowley-Henry, M., O'Connor, E.P. & Suarez-Bilbao, B. (2021). What goes around comes

around. Exploring how skilled migrant founder-managers of SMEs recruit and retain

international talent. *Journal of Global Mobility*, 9(2), 2021, 145-165. doi: 10.1108/JGM-

01-2021-0003

Cvetkovic, A. (2009). The integration of immigrants in Northern Sweden: A case study of the

municipality of Stömsun. *International Migration*, 47(1), 101-131. doi: 10.1111/j.1468-

2435.2008.00502.x

D'Abate, C.P., Eddy, E.R. & Tannenbaum, S.I. (2013). What's in a name? A literature-based

approach to understanding mentoring, coaching and other constructs that describe

developmental interactions. *Human Resource Development Review*, 2(4), 360-384.

doi:10.1177/1534484303255033

Dalla, R.L., Ellis, A. & Cramer, S.C. (2005). Immigration and Rural America: Latinos'

perceptions of work and residence in three meat-packing communities. *Community Work*

and Family, 8(2), 163-185. doi:10.1080/13668800500049639

Dang, V.T. & Chou, Y.C. (2020). Extrinsic motivation, workplace learning, employer trust, self-

efficacy and cross-cultural adjustment: An empirical study of Vietnamese laborers in

Taiwan. *Personnel Review*, 49(6), 1232-1252. doi: 10.1108/PR-10-2018-0427

- Denzin, N. & Lincoln, Y. (2011). Introduction: The discipline and practice of qualitative research. In N. Denzin and Y. Lincoln (Eds.). *The SAGE handbook of qualitative research* (4th ed., pp. 1-20). SAGE Publications.
- Dexter, J.C. (2020). Human resources challenges of military to civilian employment transitions. *Career Development International*, 25(5), 481-500. doi: 10.1108/CDI-02-2019-0032
- Diaz-Campos, M. & Killam, J. (2012). Assessing language attitudes through a matched guise technique: The case of consonantal deletion in Venezuela Spanish. *Hispania*, 95 (1), 83-102.
- Donovan, P. (2015). English speaking Quebecers. In *The Canadian Encyclopedia*. Retrieved from <https://www.thecanadianencyclopedia.ca/en/article/english-speaking-quebecer>
- Douglas, C.A. & McCauley, C.D. (1999). Formal development relationships: A survey of organizational practices. *Human Resource Development Quarterly*, 10(3), 203-218.
- Durocher, R. (2013). The quiet revolution. In *The Canadian Encyclopedia*. Retrieved from <https://www.thecanadianencyclopedia.ca/en/article/quiet-revolution>
- Dweck, C.S. (2000). *Self Theories: Their role in motivation, personality and development*. 2ND Edition New York Psychology Press.
- Dwivedi, P. & Chaturvedi, V. (2020). Transformational leadership and employee efficacy: Knowledge sharing as mediator. *Benchmarking: An International Journal*, 27(4), 1571-1590. doi: 10.1108/BIJ-08-2019-0356
- Echraf-Ouédraogo, A. (2012). *Processus d'intégration et de rétention des immigrants dans les régions non métropolitaine: Analyse d'une cohorte de jeune migrants installés dans des villes moyennes du Québec*. [Unpublished doctoral dissertation]. Université de Québec à Rimouski.

- Employment and Social Development Canada. (2022, November 14). *Temporary foreign worker*. <https://www.canada.ca/en/employment-social-development/programs/temporary-foreign-worker.html>
- Employment and Social Development Canada. (2023). *Temporary foreign worker*. Retrieved from <https://www.canada.ca/en/employment-social-development/programs/temporary-foreign-worker.html>
- Eroter, S.E., Long, J., Fellin, M. & Esses, V.M. (2022). Immigrant perceptions of integration in the Canadian workplace. *Equality, Diversity and Inclusion: An International Journal*, 41(7), 1091-1111. doi: 10.1108/EDI-02-2019-0086
- Esses, V.M., Hamilton, L.K., Bennett-Abu Ayyash, C. & Burstein, M. (2010). Characteristics of a welcoming community. *Citizenship and Immigration Canada*
- Fang, R., Duffy, M., & Shaw, J. (2011). The organizational socialization process: Review and development of a social capital model. *Journal of Management*, 37(1), 127-152. doi:10.1177/0149206310384630
- Farris, J., Van Aken, E.M., Toolin, T. & Worley, J. (2008). Learning from less successful Kaizen events: A case study. *Engineering Management Journal*, 20(3), 10-20. Doi: 10.1080/10429247.2008.11431772
- Feldman, D. (1976). A contingency theory of socialization. *Administrative Science Quarterly*, 21(3), 433-433. doi:10.2307/2391853
- Fédération des Cégeps. (2022). *Coûts des études*. <https://www.cegepsquebec.ca/nos-cegeps/cout-et-aides-financieres/cout-des-etudes/>
- Filstad, C. (2004). How newcomers use role models in organizational socialization. *Journal of Workplace Learning*, 16(7), 396-409. doi:10.1108/13665620410558297

- Flyvbjerg, B. (2011). Case study. In N. Denzin and Y. Lincoln (Eds.). *The SAGE handbook of qualitative research* (4th ed., pp. 301-317). SAGE Publications.
- Fraser-Arnott, M. (2020). Library orientation practices in special libraries. *Reference Services Review*, 48(4), 525-536. doi: 10.1108/RSR-03-2020-0017
- Froedje, B., Jordan, B.K., McNulty, S., Shultz, A. & Weirich, B. (2018). An innovative approach to onboarding new nurse leaders. *Nurse Leader*, 16(5), 323-325.
- Garcia, C. (2009). The role of quality of life in the rural resettlement of Mexican immigrants. *Hispanic Journal of Behavioural Social Sciences*, 31(4), 446-467.
doi:10.1177/0739986309345994
- Garcia, C. & Davidson, T. (2013). Are rural people more anti-immigrant than urban people? A comparison of attitudes toward immigration in the United States. *Journal of Rural Social Sciences*, 28(1), 80-105.
- Gaul, P. (2013). Onboarding has become a major priority in 2013, study finds. *International Journal of Training and Development*, 67(12), 1.
- Geertz, C. (1973). Thick description: Toward an interpretive theory of culture. In *The interpretation of cultures: Selected essays* (pp. 29-39). New York, NY: Basic Books.
- George, G., Selimos, E.D. & Ku J. (2017). Welcoming initiatives and immigrant attachment: The case of Windsor. *Journal of International Migration and Integration*, 18(1), 29-45.
doi:10.1007/s12134-015-0463-8
- Gimpel, J.G. & Lay, J.C. (2008). Political socialization and reactions to immigration related diversity in rural America. *Rural Sociology*, 73(2), 180-204.

- Girard, M., Smith, M., & Renaud, J. (2008). Intégration économique des nouveaux immigrants: Adéquation entre l'emploi occupé avant l'arrivée au Québec et les emplois occupés depuis l'immigration. *Canadian Journal of Sociology*, 33(4), 791-814.
- Given. (2008a). Artifacts In Given, L. (Ed.). *The Sage encyclopedia of qualitative research* (Vol. 1 & 2, pp. 24- 26). Retrieved from <http://www.yanchukvladimir.com/docs/Library/Sage Encyclopedia of Qualitative Research Methods- 2008.pdf>
- Given. (2008b). Fieldnotes In Given, L. (Ed.). *The Sage encyclopedia of qualitative research* (Vol. 1 & 2, pp. 321). Retrieved from <http://www.yanchukvladimir.com/docs/Library/Sage Encyclopedia of Qualitative Research Methods- 2008.pdf>
- Global Affairs Canada. (2019). *Trade and small and medium-sized enterprises*. Retrieved from <https://www.international.gc.ca/trade-commerce/sme-pme/sme-roles-pme.aspx?lang=eng>
- Godin, J.F. (2008). Immigrant economic integration: A prospective analysis over ten years of settlement. *International Migration*, 46(2), 135-165.
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4), 597-607.
- Golebiowska, K. (2016). Are peripheral regions benefiting from national policies aimed at attracting skilled migrants? Case study of the Northern Territory of Australia. *Journal of International Migration and Integration*, 17(3), 947-971. doi:10.1007/s12134-015-0431-3
- Gordon, M. (2009). Toward a pragmatic discourse of constructivism: Reflections on lessons from practice. *Educational Studies*, 45, 39-58.

- Gravel, S., Bernstein, S., Villanueva, F., Hanley, J., Crespo-Villarreal, D., & Ostiguy, E. (2017). Le recours à l'embauche des travailleurs étrangers temporaires dans les secteurs saisonniers au Québec: Le point de vue des employeurs. *Canadian Ethnic Studies*, 49(2), 75-98.
- Graybill, J., Taesil Hudson Carpenter, M., Offord, J., Piorun, M., & Shaffer, G. (2013). Employee onboarding: Identification of best practices in ACRL libraries. *Library Management*, 34(3), 200-218. doi:10.1108/01435121311310897
- Gregory, C. (2017). Effective communication for global workforce. *Nurse Leader*, 15(6), 392-395.
- Green, A.E. (2007). Local action on labour market integration of new arrivals: Issues and dilemmas for policy. *Local Economy*, 22(4), 349-361. doi:10.1080/02690940701736751
- Gruman, J., Saks, A., & Zweig, D. (2006). Organizational socialization tactics and newcomer proactive behaviors: An integrative study. *Journal of Vocational Behavior*, 69(1), 90-104. doi:10.1016/j.jvb.2006.03.001
- Guo, S. (2013). Economic integration of recent Chinese immigrants in Canada's second-tier cities: The triple glass effect and immigrants' downward social mobility. *Canadian Ethnic Studies*, 45(3), 95-115.
- Guba, E. & Lincoln, Y. (1982). Epistemological and methodological bases for natural inquiry. *Educational Communication in Technology*, 30(4), 233-252.
- Halbesleben, J.R.B. & Rotondo, D.M. (2007). Developing social support in employees: Human Resource Development lessons from same-career couples. *Advances in Developing Human Resources*, 9(4), 544-555. doi:10.1177/1523422307305492

- Hakak, L.T., Holzinger, I. & Zikic, J. (2010). Barriers and paths to success: Latin American MBAs' views of employment in Canada. *Journal of Managerial Psychology*, 25(2), 159-176. doi:10.1108/02683941011019366
- Hart, Z., & Miller, V. (2005). Context and message content during organizational socialization: A research note. *Human Communication Research*, 31(2), 295-309.
- Hedlund, M., Carson, D.A., Eimermann, M. & Lundmark, L. (2017). Repopulating and revitalising rural Sweden? Re-examining immigration as a solution to rural decline. *The Geographical Journal*, 183(4), 400-413. doi:10.1111/geoj.12227
- Hendricks, K., & Louw-Potgieter, J. (2012). A theory evaluation of an induction programme. *South African Journal of Human Resource Management*, 10(3), 15. doi:10.4102/sajhrm.v10i3.421
- Hite, L.M. & McDonald, K.S (2006). Diversity training pitfalls and possibilities: An exploration of small and mid-size US organizations. *Human Resource Development International*, 9(3), 365-377. doi:10.1080/13678860600893565
- Holladay, C.L., Knight, J.L., Paige, D.L. & Quinones, M.A. (2003). The influence of framing on attitudes toward diversity training. *Human Resource Development Quarterly*, 14(3), 245-263.
- Hollywood, E. & McQuaid, R. (2007). Employers' responses to demographic changes in rural labour markets: The case of Dumfries and Galloway. *Local Economy*, 22(2), 148-162. doi:10.1080/02690940701390765
- Holstein, J.A. & Gubrium, J.F. (2011). The constructionist analytics of interpretive practice. In N. Denzin and Y. Lincoln (Eds.). *The SAGE handbook of qualitative research* (4th ed., pp. 341-357). SAGE Publications.

- Holton, E.F. (1995). College graduates' experiences and attitudes during organizational entry. *Human Resource Development Quarterly*, 6(1), 59- 78.
- Holton, E.F. (1996). New Employee Development: A review and reconceptualization. *Human Resource Development Quarterly*, 7(3), 233- 252.
- Hou, F. (2007). Changes in the initial destinations and redistribution of Canada's major immigrant groups: Re-examining the role of group affinity. *The International Migration Review*, 41(3), 680-705.
- Howard-Hassmann, R.E. (2018). The 'Quebec values' debate of 2013 vs. collective rights. *Human Rights Quarterly*, 40(1), 144-167. doi: 10.1353/hrq.2018.0005
- Hu, W., Luo, J., Chen, Z. & Zhong, J. (2020). Ambidextrous leaders helping newcomers get on board: Achieving adjustment and proaction through distinct pathways. *Journal of Business Research*, 118, 406-414. doi: 10.1016/j.jbusres.2020.06.064
- Immigration and Citizenship Australia. (2020). *Making an expression of interest*. Retrieved from <https://immi.homeaffairs.gov.au/visas/working-in-australia/skillsselect/make-an-expression-of-interest>
- Immigration New Zealand. (2021). *Points indicator for skilled migrant expression of interest*. Retrieved from <https://www.immigration.govt.nz/new-zealand-visas/apply-for-a-visa/tools-and-information/tools/points-indicator-smc-28aug>
- Immigration, Refugee, Citizenship Canada [IRCC]. (2017). *Information for immigration levels, settlement and integration consultation 2017*. Retrieved from https://www.canada.ca/content/dam/ircc/migration/ircc/english/pdf/backgrounder-online-survey-invitation_en.pdf

Immigration, Refugee, Citizenship Canada [IRCC]. (2018a). *Federal-provincial/Territorial agreements*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial.html>

Immigration, Refugee, Citizenship Canada [IRCC]. (2018b). *Immigration, refugees and citizenship Canada departmental plan 2018-2019*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2018-2019/departmental-plan.html>

Immigration, Refugee, Citizenship Canada [IRCC]. (2018c). *Documents for express entry*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/documents.html>

Immigration, Refugee, Citizenship Canada [IRCC]. (2018d). *Annual report to parliament on immigration*. Retrieved https://publications.gc.ca/site/archivee-archived.html?url=https://publications.gc.ca/collections/collection_2018/ircc/Ci1-2018-eng.pdf

Immigration, Refugee, Citizenship Canada [IRCC]. (2020a). *Find your NOC*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/find-national-occupation-code.html>

Immigration, Refugee, Citizenship Canada [IRCC]. (2020b). *Education credential assessment (ECA) for Express Entry: What it is*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/documents/education-assessed.html>

- Immigration, Refugee, Citizenship Canada [IRCC]. (2022a). *An Immigration plan to grow the economy*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/11/an-immigration-plan-to-grow-the-economy.html>
- Immigration, Refugee, Citizenship Canada [IRCC]. (2022b). *Immigrants make up the largest share of the population in over 150 years and continue to shape who we are as Canadians*. Retrieved from <https://www150.statcan.gc.ca/n1/daily-quotidien/221026/dq221026a-eng.htm>
- Industry Canada. (2020). *Canadian manufacturing sector gateway*. Retrieved from <https://www.ic.gc.ca/eic/site/mfg-fab.nsf/eng/home>
- Innovation Science and Economic Development Canada [ISED]. (2022). *Key small business statistics, 2022*. Retrieved from <https://ised-isde.canada.ca/site/sme-research-statistics/en/key-small-business-statistics/key-small-business-statistics-2022>
- Intergovernmental Affairs Canada. (2018). *The Constitutional distribution of legislative powers*. Retrieved from <https://www.canada.ca/en/intergovernmental-affairs/services/federation/distribution-legislative-powers.html>
- Jaskyte, K. (2005). The impact of organizational socialization tactics on role ambiguity and role conflict of newly hired social workers. *Administration in Social Work, 29*(4), 69-87.
doi:10.1300/J147v29n04_05
- Jedwab, J. (2021). *Immigration au Québec, bilan 2021*. <https://acs-aec.ca/wp-content/uploads/2021/03/Immigration-au-Quebec-Bilan-2020-5-Mars-2021-FIN.pdf>
doi:10.1300/J147v29n04_05

- Jia, H., Zhong, R. & Xie, X. (2021). Helping others makes me fit better: Effects of helping behaviour by newcomers and coworkers-attributed motives on newcomers' adjustment. *Journal of Business and Psychology*, 36, 401-416. doi: 10.1007/s10869-020-09680-w
- 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
- Johnson, M. & Senge, M. (2010). Learning to be a programmer in a complex organization: A case study on practice-based learning during the onboarding process at Google. *Journal of Workplace Learning*, 22(3), 180-194. doi:10.1108/13665621011028620
- Jones, G. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *The Academy of Management Journal*, 29(2), 262-279.
- Kazemipur, A. & Nakhaie, M.R. (2014). The economics of attachment: Making a case for a relational approach to immigrants' integrations in Canada. *International Migration and Integration*, 15, 609-632. doi:10.1007/S12134-013-0284-6
- Keisling, B., & Laning, M. (2016). We are happy to be here: The onboarding experience in academic libraries. *Journal of Library Administration*, 56(4), 381-394. doi:10.1080/01930826.2015.1105078
- Khdour, N. & Masa'deh, R. (2019). The impact of organizational storytelling on organizational performance within Jordanian telecommunication sector. *Journal of Workplace Learning*, 35(5), 335-361. doi: 10.1108/JWL-06-2019-0083
- Kim, T., Cable, D., & Kim, S. (2005). Socialization tactics, employee proactivity, and person-organization fit. *The Journal of Applied Psychology*, 90(2), 232-41. doi:10.1037/0021-9010.90.2.232

- Krahn, H, Derwing, T. & Abu-Laban, B. (2005). The retention of newcomers in second and third tier Canadian cities. *The International Migration Review*, 39(4), 872-894.
- Krivokapic-Skoko, B. & Collins, J. (2016). Looking for rural idyll ‘down under’: International immigrants in rural Australia. *International Migration*, 54(1), 167-179.
doi:10.1111/imig.12174
- Kilolo Malambwe, J.M. (2017). Les immigrants du Québec: Participation au marché du travail et qualité de l’emploi. *Canadian Ethnic Studies*, 49(2), 33-52.
- Kim, M., Chai, D.S., Kim, S. & Park, S. (2015). New employee orientations: Cases of Korean corporations. *Human Resource Development International*, 18(5), 481-498.
doi:10.1080/13678868.2015.1079294
- Kim, T., Cable, D., & Kim, S. (2005). Socialization tactics, employee proactivity, and person-organization fit. *The Journal of Applied Psychology*, 90(2), 232-41. doi:10.1037/0021-9010.90.2.232
- Klein, H.J., Polin, B. & Sutton, L. (2015). Specific onboarding practices for the socialization of new employees. *International Journal of Selection and Assessment*, 23(3), 263- 283.
- Klein, H. J., & Weaver, N. A. (2000). The effectiveness of an organizational-level orientation training program in the socialization of new hires. *Personnel Psychology*, 53(1), 47-66.
doi: 10.1111/j.1744-6570.2000.tb00193.x
- Kormanik, M. B. & Rajan, H.C. (2010). Implications for diversity in the HRD curriculum drawn from current organizational practices on addressing workforce diversity in management training. *Advances in Developing Human Resources*, 12(3), 367-384.
doi:10.1177/1523422310375033

Korte, R. (2009a). First get to know them: A relational view of organizational socialization.

Human Resource Development International, 13(1), 27-43.

doi:10.1080/13678861003588984

Korte, R. (2009b). How newcomers learn the social norms of an organization: A case study of

the socialization of newly hired engineers. *Human Resource Development Quarterly*,

20(3), 285-306. doi:10.1002/hrdq.20016

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

Korte, R., Brunhaver, S & Sheppard, S. (2015). (Mis)interpretations of organizational

socialization: The expectations and experiences of newcomers and managers. *Human*

Resource Development Quarterly, 26 (2), 185-208. doi:10.1002/hrdq.21206

Kowtha, N. (2008). Engineering the engineers: Socialization tactics and new engineer adjustment

in organizations. *IEEE Transactions on Engineering Management*, 55(1).

doi:10.1109/TEM.2007.912809

Krahn, H, Derwing, T. & Abu-Laban, B. (2005). The retention of newcomers in second and third

tier Canadian cities. *The International Migration Review*, 39(4), 872-894.

Krasman, M. (2015). Three must-have onboarding elements for new and relocated employees.

Employment Relations Today, 42(2), 9-14. doi:10.1002/ert.21493

Labour Market Information Council. (2020). *Sectors at risk: The Impact of Covid-19 on*

Canadian Manufacturing. Retrieved from [https://lmic-cimt.ca/publications-all/the-](https://lmic-cimt.ca/publications-all/the-impact-of-covid-19-on-canadian-manufacturing/)

[impact-of-covid-19-on-canadian-manufacturing/](https://lmic-cimt.ca/publications-all/the-impact-of-covid-19-on-canadian-manufacturing/)

- Labrianidis, L. & Sykas, T. (2012). Social construction of community and immigration networks in rural areas: Towards a dynamic view of their importance to Balkan immigrants. *Sociologia Ruralis*, 53(1), 1-25. doi:10.1111/SORU.12000
- Lachapelle, M., St-Onge, S. & Arcand, S. (2022). L'importance des schémas mentaux en matière de diversité: Étude exploratoire auprès d'employeurs situés en région. *Relations Industrielles*, 77(1), 1-26. doi: 10.7202/1088555ar
- Lamba, N. K. (2003). The employment experience of Canadian refugees: Measuring the impact of human and social capital on quality of employment. *Canadian Review of Sociology*, 40(1), 45-64. doi: 10.1111/j.1755-618X.2003.tb00235.x
- Lambert, E. (2014). *La régionalisation de l'immigration: Le cas des réfugiés colombiens installés dans les régions du Québec*. [Unpublished master's dissertation]. Université de Québec à Montreal.
- Lave, J. & Wenger, E. (2011). *Situated learning: Legitimate peripheral participation*. Cambridge University Press.
- Laverty, S. M. (2003). Hermeneutical phenomenology and phenomenology: A comparison of historical and methodological considerations. *International Journal of Qualitative Methods*, 2(3), 21-35. doi: 10.1177/160940690300200303
- Lebel-Racine, M. (2008). *Réprésentations sociales interethniques en région: Les cas de Drummondville et de Gatineau*. [Unpublished master's dissertation]. Université de Montréal.
- Lee, D.M. & Nichols, T. (2014). Physician recruitment and retention in rural and underserved areas. *International Journal of Health Care Quarterly*, 27(7), 642-652. doi: 10.1108/IJHCQA-04-2014-0042

Lee, T.W, Mitchell, T.R. & Sablynski, C.J. (1999). Qualitative research in organizational and vocational psychology. *Journal of Vocational Behaviour*, 55, 161-187. doi:

Lewis, N.M. (2010). A decade later: Reassessing success and challenges in Manitoba's provincial immigrant nominee program. *Canadian Public Policy*, 36(2), 241-264.

Légis Québec. (2020). *C-11 Charter of the French language*. Retrieved from <http://www.legisquebec.gouv.qc.ca/en/showdoc/cs/c-11>

Lincoln Y. & Guba, E. (1985). *Naturalistic inquiry*. Newbery Park, CA: SAGE Publications.

Lincoln, Y., Lynham, S., & Guba, E. (2011). Paradigmatic controversies, contradictions and emerging confluences. In N. Denzin and Y. Lincoln (Eds.) *The SAGE handbook of qualitative research* (4th ed., pp. 97-128). SAGE Publications.

Liu, S., Bamberger, P., Wang, M., Shi, J. & Bacharach, S. (2020). When onboarding becomes risky: Extending social learning theory to explain newcomers' adoption of heavy drinking with clients. *Human Relations*, 73(5), 682-710. doi: 10.1177/0018726719842653

Lo, L. & Teixeira, C. (2015). Immigrants doing business in a mid-sized Canadian city: Challenges, opportunities and local strategies in Kelowna, British Columbia. *Growth and Change*, 46(4), 631-653. doi:10.1111/grow.1203

Louis, M., Posner, B., & Powell, G. (1983). The availability and helpfulness of socialization practices. *Personnel Psychology*, 36(4), 857-866. doi:10.1111/j.1744-6570.1983.tb00515.x

Lu, Y., Samaratunge, R. & Härtel, C.E.J. (2012). The relationship between acculturation strategy and job satisfaction for professional Chinese immigrants in the Australian

- workplace. *International Journal of Intercultural Relations*, 36(5), 669-681.
doi:10.1016/j.ijintrel.2012.04.003
- Lurie, L. (2016). Strategic planning for future delivery of care: Onboarding foreign-educated nurses. *Nurse Leader*, 14(6), 427-432.
- Lund, D. E. & Hira-Friesen, P. (2013). Measuring the welcoming capacities of host urban and rural communities. *Canadian Ethnic Studies*, 45(3), 65-80.
- Lynch, K., & Buckner-Hayden, G. (2010). Reducing the new employee learning curve to improve productivity. *Journal of Healthcare Risk Management*, 29(3), 22-28.
doi:10.1002/jhrm.20020
- MacNaughton, S., & Medinsky, M. (2015). Staff training, onboarding, and professional development using a learning management system. *Partnership: The Canadian Journal of Library and Information Practice and Research*, 10(2).
doi:10.21083/partnership.v10i2.3573
- Mann, S. (2016). Interviews as reflective practice. In *The research interview: Reflective practice and reflexivity in research processes* (pp. 1-29). New York, NY: Palgrave Macmillan.
- McLagan, P. A. (1989). *Models for HRD practice*. Alexandria VA: American Society for Training and Development.
- McGuire, D. (2014). *Human Resource Development* (2nd ed). SAGE publications.
- Mellinger, E. (2013). Orientation and onboarding processes for the experienced perioperative RN. *AORN Connections*, 98(4), 5-6. doi:10.1016/S0001-2092(13)00942-3
- Milligan, C., Margaryan, A.L. & Littlejohn, A. (2013). Learning at transition for new and experienced staff. *Journal of Workplace Learning*, 25(4), 217-230. doi:
10.1108/13665621311316410

Ministry of Education and Higher Education of Quebec (2022). *Exemptions from differential tuition fees under international agreements*. <https://www.quebec.ca/en/education/study-quebec/financial-assistance-international-students/exemptions-tuition-fees-under-international-agreements>

Ministère de l'Immigration, Francisation et Intégration [MIFI]. (2016). *Services offered by the Ministère's partners*. Retrieved from <https://services.immigration-quebec.gouv.qc.ca/en/partners/services-offered.php>

Ministère de l'Immigration, Francisation et Intégration [MIFI]. (2019a). *Présence et portrait régionaux des personnes immigrantes admises au Québec de 2008 à 2017*. Retrieved from http://www.mifi.gouv.qc.ca/publications/fr/recherches-statistiques/PUB_Presence2019_admisQc.pdf

Ministère de l'Immigration, Francisation et Intégration [MIFI]. (2019b). *Être une communauté accueillante pour les nouveaux arrivants*. Retrieved from https://www.fqm.ca/wp-content/uploads/2019/10/Complète_10H30_Etre_une_communauté_accueillante_pour_les_nouveaux_arrivants_ATELIER-6_MIFI.pdf

Ministère de l'Immigration, Francisation et Intégration [MIFI]. (2021a). *About ARRIMA*. Retrieved from <https://www.immigration-quebec.gouv.qc.ca/en/informations/arrima/index.html>

Ministère de l'Immigration, Francisation et Intégration [MIFI]. (2021b). *Employment Integration Program for Immigrants and Visible Minorities (PRIIME)*. Retrieved from <https://www.quebec.ca/en/employment/employment-integration-program-immigrants-visible-minorities/>

Ministry of Immigration, Francisation and Integration [MIFI]. (2022a). *When your spouse and children accompany you*. [https://www.quebec.ca/en/immigration/work-](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/spouse-and-children-c136229)

[temporarily/temporary-foreign-worker-program/spouse-and-children - c136229](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/spouse-and-children-c136229)

Ministry of Immigration, Francisation and Integration [MIFI]. (2022b). *After obtaining your authorizations*. [https://www.quebec.ca/en/immigration/work-temporarily/temporary-](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/after-authorizations)

[foreign-worker-program/after-authorizations](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/after-authorizations)

Ministry of Immigration, Francisation and Integration [MIFI]. (2022c). *Programme de l'expérience Québécoise (PEQ-Quebec experience program)*.

[https://www.quebec.ca/en/immigration/immigration-programs/quebec-experience-](https://www.quebec.ca/en/immigration/immigration-programs/quebec-experience-program)
[program](https://www.quebec.ca/en/immigration/immigration-programs/quebec-experience-program)

Ministry of Immigration, Francisation and Integration [MIFI]. (2022d). *Staying permanently in Quebec after your studies*. [https://www.quebec.ca/en/education/study-quebec/staying-](https://www.quebec.ca/en/education/study-quebec/staying-after-studies)

[after-studies](https://www.quebec.ca/en/education/study-quebec/staying-after-studies)

Ministry of Immigration, Francisation and Integration [MIFI]. (2022e). *Renewing your authorizations to work temporarily in Quebec*.

[https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/renewing-authorizations)
[program/renewing-authorizations](https://www.quebec.ca/en/immigration/work-temporarily/temporary-foreign-worker-program/renewing-authorizations)

Ministère de l'immigration, de la Francisation, et de l'Intégration [MIFI]. (2023a). *Plan d'action ministériel sur la régionalisation de l'immigration*. Retrieved from

[https://www.quebec.ca/gouvernement/ministere/immigration/publications/plan-action-](https://www.quebec.ca/gouvernement/ministere/immigration/publications/plan-action-regionalisation)
[regionalisation](https://www.quebec.ca/gouvernement/ministere/immigration/publications/plan-action-regionalisation)

Ministère de l'immigration, de la Francisation, et de l'Intégration [MIFI]. (2023c). *Planification de l'immigration du Québec pour les années 2024 et 2025-De nouveaux seuils*

- d'immigration qui répondent aux objectifs linguistiques et économiques du Gouvernement du Québec* . Retrieved from <https://www.quebec.ca/nouvelles/actualites/details/planification-de-limmigration-du-quebec-pour-les-annees-2024-et-2025-de-nouveaux-seuils-dimmigration-qui-repondent-aux-objectifs-linguistiques-et-economiques-du-gouvernement-du-quebec-51703>
- Ministère de l'immigration, de la Francisation, et de l'Intégration [MIFI]. (2023c). *Réforme réglementaire et planification pluriannuelle- La connaissance du français devient obligatoire pour tous les programmes d'immigration économique*. Retrieved from <https://www.quebec.ca/nouvelles/actualites/details/reforme-reglementaire-et-planification-pluriannuelle-la-connaissance-du-francais-devient-obligatoire-pour-tous-les-programmes-dimmigration-economique-48138>
- Miraftab, F, & McConnell, E.D. (2008). Multiculturalizing towns: Insights for inclusive planning. *International Planning Studies*, 13(4), 343-360.
doi:10.1080/13563470802518982
- Montpetit, J. (2017). What we can learn from Hérouxville, the Quebec town that became shorthand for intolerance. *Canadian Broadcasting Corporation*.
<https://www.cbc.ca/news/canada/montreal/herouxville-quebec-reasonable-accommodation-1.3950390>
- Mornata, C. & Cassar, I. (2018). The role of insiders and organizational support in the learning process of newcomers during organizational socialization. *Journal of Workplace Learning*, 30(7), 562-575. doi:10.1108/JWL-06-2017-0045
- Moustakas, C. (1994). *Phenomenological research methods*. Sage.

- National Assembly of Quebec. (2013). *Bill 60: Charter affirming the values of state secularism, and religious neutrality and of equality between women and men, and providing a framework for accommodation requests* . Retrieved from <https://www.assnat.qc.ca/en/travaux-parlementaires/projets-loi/projet-loi-60-40-1.html?appellant=MC>
- National Assembly of Quebec. (2022). *Bill 96: An act respecting French, the official and common language of Québec*. Retrieved from https://www.publicationsduquebec.gouv.qc.ca/fileadmin/Fichiers_client/lois_et_reglements/LoisAnnuelles/en/2022/2022C14A.PDF
- Nifadkar, S.S. (2018). Filling in the “Blank slate”: Examining newcomers’ schemas of supervisors during organizational socialization. *Journal of Management*, 46(5), 666-693. doi: 10.1177/0149206318807288
- Nguyen, T.N.T., Bui, T.H.T. & Nguyen, T.H.H. (2020). Improving employees’ proactive behaviours at workplace: The role of organizational socialization tactics and work engagement. *Journal of Human Behaviour in the Social Environment*, 31(6), 673-688. doi: 10.1080/10911359.2020.1803172
- Nigah, N., Davis, A. & Hurrell, S.A. (2012). The impact of buddying on psychological capital and work engagement: An empirical study of socialization in the professional services sector. *Thunderbird, International Business Review*, 54(6), 891-905.
- Ohr, S.O., Holm, D. & Giles, M. (2020). The organisational socialisation of new graduate nurses and midwives within three months of their entrance into the health workforce. *The Australian Journal of Advanced Nursing*, 37(2), 1447-4328. doi: 10.37464/2020.372.102

- O'Neil, D., Amerine, L., & Woodward, C. (2017). Challenges and solutions to new manager onboarding. *Hospital Pharmacy*, 52(10), 712-714. doi:10.1177/0018578717721080
- Organization for Economic Cooperation and Development [OECD]. (2019). *Migration policy debates*. Retrieved from <http://www.oecd.org/els/mig/migration-policy-debates-18.pdf>
- Organization for Economic Cooperation and Development [OECD]. (2020). *What is the impact of the Covid-19 pandemic on immigrants and their children?* Retrieved from <http://www.oecd.org/coronavirus/policy-responses/what-is-the-impact-of-the-covid-19-pandemic-on-immigrants-and-their-children-e7cbb7de/>
- Ostroff, C., & Kozlowski, S. (1992). Organizational socialization as a learning process: The role of information acquisition. *Personnel Psychology*, 45(4), 849-874. doi:10.1111/j.1744-6570.1992.tb00971.x
- Ostrovsky, Y. Hou, F. & Picot, G. (2011). Do immigrants respond to regional labor demand shocks? *Growth and Change*, 42(1), 23-47.
- Pujiono, B., Setiawan, M., Wijayanti S. & Wijayanti, R. (2020). The effect of transglobal leadership and organizational culture on job performance- Inter-employee trust as moderating variable. *International Journal of public Leadership*, 16(3), 319-335. doi: 10.1108/IJPL-11-2019-0071
- Papapavlou, A. (1998). Attitudes towards the Greek Cypriot dialect: Sociocultural implications. *International Journal of the Sociology of Language*, 1998(134), 15-28. doi: 10.1515/ijsl.1998.134.15
- Peterson, S. (2004). Toward a theoretical model of employee turnover: A human resource development perspective. *Human Resource Development Review*, 3(3), 209-227. doi:10.1177/1534484304267832

- Peräkylä, A., Ruusuvaori, J. (2011). Analyzing talk and text. In N. Denzin and Y. Lincoln (Eds.). *The SAGE handbook of qualitative research* (4th ed., pp. 529-544). SAGE Publications.
- Piechowiak, A. (2009). *What is good quality oral French? Language attitudes towards different accented French* [Unpublished master's thesis]. McGill University.
- Palno Clark, V.L. & Creswell, J.W. (2015). *Understanding research: A consumer's guide* (2nd ed.). New York, NY: Pearson.
- Polach, J.L. (2004). Understanding the experience of college graduates during their first year of employment. *Human Resource Development Quarterly*, 15(1), 5- 23.
- Province of Manitoba. (2017). *Manitoba, Canada welcomes newcomers*. Retrieved from <http://www.immigratemanitoba.com>
- Québec International. (2023). *The unemployment rate has never been so low in the Quebec City CMA (1.7%)*. Retrieved from <https://www.quebecinternational.ca/en/news/the-unemployment-rate-has-never-been-so-low-in-the-quebec-city-cma-1-7>
- Quebec Professional Association of Real Estate (2022). *Residential barometer Montreal metropolitan area*. <https://com.apciq.ca/sam/pdf/bar/2022/202203-bar-mtl-en.pdf>
- Ray, B. & Preston, V. (2013). Experiences of discrimination and discomfort: A comparison of metropolitan and non-metropolitan locations. *The Canadian Geographer*, 57(2), 233-254. doi:10.1111/cag.12026
- Régie de l'Assurance Maladie du Québec. (2020). *Foreign students register for health insurance online*. <https://www.ramq.gouv.qc.ca/en/foreign-students-register-health-insurance-online>
- Revenu Québec. (n.d.) *Contribution to the workforce skills development and recognition fund*. Retrieved June, 27, 2023 from <https://www.revenuquebec.ca/en/businesses/source->

- deductions-and-employer-contributions/calculating-source-deductions-and-employer-contributions/contribution-to-the-workforce-skills-development-and-recognition-fund/
- Rogers, A.M. (2020). Avoiding the issues: A critique of organizational socialization research from feminist and minority perspectives. *Organizational Development Journal*, 75-88.
- Ross-Gordon, J.M. & Brooks, A.K. (2004). Diversity in Human Resource Development and continuing professional education: What does it mean for the workforce, clients and professionals? *Advances in developing Human Resources*, 6(1), 69- 85.
doi:10.1177/1523422303260418
- Rowden, R.W. (2002). The relationship between workplace learning and job satisfaction in U.S. small to midsize businesses. *Human Resource Development Quarterly*, 13(4), 407- 425.
- Rummler, G. A. & Brache, A. P. (2013). *Improving performance: How to manage the white space on the organization chart* (3rd edition). Jossey-Bass.
- Saks, A.M., Uggerslev, A.L. & Fassina, N.E. (2007). Socialization tactics and newcomer adjustment: A meta-analytic review and test of a model. *Journal of Vocational Behaviour*, 70, 413-446.
- Saldaña, J. (2016). *The coding manual for qualitative researchers* (3rd ed.). SAGE Publications.
- Salkind, N. J. (2010). *Encyclopedia of research design*. Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412961288.n469
- Sapeha, H. (2015). Explaining variations in immigrants' satisfaction with their settlement experience. *International Migration and Integration*, 16(4), 891-910.
doi:10.1007/s12134-014-0371-3
- Sapeha, H. (2016). Migrants' intention to move or stay in their initial destination. *International Migration*, 55(3), 5-19. doi:10.1111.imig.12304

- Seidman, I. (2006). *Interviewing as qualitative research: A guide for researchers in education and the social sciences* (4th ed.). Teachers College Press.
- Senge, P. (2006). *The fifth discipline: The art and practice of the learning organization*. Crown Businesses.
- Settoon, R., & Adkins, C. (1997). Newcomer socialization: The role of supervisors, coworkers, friends and family members. *Journal of Business and Psychology*, 11(4), 507-516.
- Schaar, G., Titzer, J., & Beckham, R. (2015). Onboarding new adjunct clinical nursing faculty using a quality and safety education for nurses-based orientation model. *The Journal of Nursing Education*, 54(2), 111-115. doi:10.3928/01484834-20150120-02
- Schweitzer, D. (2017). Interculturalism: A view from Quebec by Gérard Bouchard. *University of Toronto Quarterly*, 86(3), 147-148. doi: 10.3138/UTQ.86.3.148
- Shan, H. (2012). Learning to “fit in”: The emotional work of Chinese immigrants in Canadian engineering workplaces. *Journal of Workplace Learning*, 24(5), 351-364.
doi:10.1108/13665621211239886S
- Sharma, G. G. & Stol, K.-J. (2020). Exploring onboarding success, organizational fit, and turnover intention of software professionals. *The Journal of Systems and Software*, 159, 1-16. doi: 10.1016/j.jss.2019.110442
- Schein, E. H. & Schein, P. (2017). *Educational culture and leadership* (5th ed.). Wiley
- Schmidt, S.W. (2009). Employee demographics and job training satisfaction: The relationship between dimensions of diversity and satisfaction with job training. *Human Resource Development International*, 12(3), 297-312. doi:10.1080/13678860902982082

- Sherell, K, Hundman, J & Preniqi, F. (2005). Sharing the wealth, spreading the burden? The settlement of Kosovar refugees in smaller British Columbia cities. *Canadian Ethnic Studies, 37*(3), 76-96.
- Simich, L., Beiser, M., Stewart, M, & Mwakarimba, E. (2005). Providing social support for immigrants and refugees in Canada: Challenges and directions. *Journal of Immigrant Health, 7*(4), 259-268. doi:10.1007/s10903-005-5123-1
- Slatterly, J.P, Selvarajan, J.E. & Anderson, J.E. (2006). Influences of new employee development practices on temporary employee work-related attitudes. *Human Resource Development Quarterly, 17*(3), 279-303. doi:10.1002/hrdq.1175
- Slaughter, J. & Zickar, M. (2006). A new look at the role of insiders in the newcomer socialization process. *Group & Organization Management, 31*(2) 264-290. doi:10.1177/1059601104273065
- Snell, A. (2006). Researching onboarding best practice: Using research to connect onboarding processes with employee satisfaction. *Strategic HR Review, 5*(6), 32-35. doi:10.1108/14754390680000925
- Spagnoli, P. (2017). Organizational socialization learning, organizational career growth, and work outcomes: A moderated mediation model. *Journal of Career Development, 47*(3), 249-265. doi: 10.1177/0894845317700728
- Stalker, L.H. & Phyne, J. (2014). The social impact of out-migration: A case study form rural and small town Nova Scotia, Canada. *Journal of Rural and Community Development, 9*(3), 203-226.

- Statistics Canada. (2015). *Immigrants admitted and number planned by category according to the immigration plan, Canada, 2009 to 2012*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/91-209-x/2013001/article/11787/tbl/tbl1-eng.htm>
- Statistics Canada. (2016a). *150 years of immigration in Canada*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/11-630-x/11-630-x2016006-eng.htm>
- Statistics Canada. (2016b). *Focus on geography series, 2016 census- Province of Quebec*. Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-pr-eng.cfm?LANG=Eng&GK=PR&GC=24&TOPIC=7>
- Statistics Canada. (2018a). *Fertility overview, 2012 to 2016*. Retrieved July 23, 2019 from <https://www150.statcan.gc.ca/n1/pub/91-209-x/2018001/article/54956-eng.htm>
- Statistics Canada. (2018b). *The Canadian immigrant labour market: Recent trends from 2006-2017*. Retrieved from <https://www150.statcan.gc.ca/n1/daily-quotidien/181224/dq181224a-eng.htm>
- Statistics Canada. (2018c). *Economic immigrants in gateway cities: Factors involved in their initial location and onward migration decisions*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/11f0019m/11f0019m2018411-eng.htm>
- Statistics Canada. (2019). *2020 Annual report to parliament on immigration*. Retrieved from <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-report-parliament-immigration-2020.html>
- Statistics Canada. (2020a). *Annual demographics estimates: Canada, provinces and territories, 2020*. Retrieved from <https://www150.statcan.gc.ca/n1/pub/91-215-x/91-215-x2020001-eng.htm>

Statistics Canada. (2020b). *Impacts on immigrants and people designated as visible minorities.*

Retrieved from <https://www150.statcan.gc.ca/n1/pub/11-631-x/2020004/s6-eng.htm>

<https://www150.statcan.gc.ca/n1/daily-quotidien/221026/dq221026a-eng.htm>

Statistics Canada. (2022a). *Canada tops G7 growth despite COVID.* Retrieved from

<https://www150.statcan.gc.ca/n1/daily-quotidien/220209/dq220209a-eng.htm>

Statistics Canada. (2022b). *Labour shortage trends in Canada.* Retrieved from

https://www.statcan.gc.ca/en/subjects-start/labour_/labour-shortage-trends-canada

Statistics Canada (2022c). *Immigration as a source of labour supply.* Retrieved from

<https://www150.statcan.gc.ca/n1/daily-quotidien/220622/dq220622c-eng.htm>

Statistics Canada (2022d). *The Covid-19 pandemic disrupted the economic integration of many*

immigrants. Retrieved from [https://www150.statcan.gc.ca/n1/daily-](https://www150.statcan.gc.ca/n1/daily-quotidien/221205/dq221205b-eng.htm)

[quotidien/221205/dq221205b-eng.htm](https://www150.statcan.gc.ca/n1/daily-quotidien/221205/dq221205b-eng.htm)

Statistics Canada. (2022e). *While English and French are still the main languages spoken in*

Canada, the country's linguistic diversity continues to grow. Retrieved from

<https://www150.statcan.gc.ca/n1/daily-quotidien/220817/dq220817a-eng.htm>

Statistics Canada. (2022f). *Immigrants make-up the largest share of the population in over 150*

years and continue to shape who we are as Canadians. Retrieved from

<https://www150.statcan.gc.ca/n1/daily-quotidien/221026/dq221026a-eng.htm>

Statistics Canada. (2023a). *Job vacancies, payroll employees, job vacancy rate, and average*

offered hourly wage by provinces and territories, quarterly, unadjusted for seasonality.

Retrieved from <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410032501>

Statistics Canada. (2023b). *Labour force survey, May 2023.*

<https://www150.statcan.gc.ca/n1/daily-quotidien/230609/dq230609a-eng.htm#>

- Steer, D. (2013). Onboard with it all: Eleven ways to ensure your onboarding program accomplishes everything it's supposed to. *International Journal of Training and Development*, 67(11), 26-29.
- Steinmacher, I., Treude, C., & Gerosa, M. (2018). Let me in: Guidelines for the successful onboarding of newcomers to open-source projects. *IEEE Software*, 36(4), 41-49.
doi:10.1109/MS.2018.110162131
- Teixeira, C. (2009). New immigrant settlement in a mid-sized city: A case study of housing barriers and coping strategies in Kelowna, British Columbia. *The Canadian Geographer*, 53(3), 323-339. doi:10.1111/j.1541-0064.2009-00266.x
- Teixeira, C. & Drolet, J. (2018). Settlement and housing experiences of recent immigrants in small and medium sized cities in the interior of British Columbia, Canada. *Journal of Housing and the Built Environment*, 33(1), 19-43.
- Tharenou, 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.
- Thomas, N., & Michael, M. (1997). The socialization of high-potential graduates into the organization: Initial expectations, experiences and outcomes. *Journal of Managerial Psychology*, 12(2), 118-118. doi:10.1108/02683949710164208
- Thome, M.J. & Greenwald, J.M. (2020). Job and community embeddedness on voluntary turnover. *Journal of Business and Industrial Marketing*, 35(10), 1573-1580. doi: 10.1108/JBIM-01-2019-0021J

- Thrasher, A., & Walker, S. (2018). Orientation process for newly credentialed athletic trainers in the transition to practice. *Journal of Athletic Training, 53*(3), 292-302. doi:10.4085/1062-6050-531-16
- Townsend, R., Pascal, J. & Delves, M. (2014). South East Asian migrant experiences in regional Victoria: Exploring well-being. *Journal of Sociology, 50*(4), 601-615. doi:10.1177/1440783312473187
- Tripathi, R. (2013). Reinventing employee onboarding. *Human Capital, 62-65*.
- Trossman, S. (2016). Stepping into a culture of safety: Onboarding programs help retain nurses, strengthen patient care. *The American Nurse, 48*(6), 1- 6.
- Ukrayinchuk, N. & Chojnicki, X. (2020). The role of pre-migration human capital in the economic integration of immigrants in France: Professional versus general skills. *Population, 75*(2-3), 315-346. doi: 10.3917/popu.2002.0325
- Umeda, S. (2020). *Points-based and family immigration* (2020-018552). The Law Library of Congress. Retrieved from <https://www.loc.gov/law/help/points-based-immigration/index.php>
- Ungureanu, P. & Bertolotti, F. (2020). Backing up emergency teams in healthcare and law enforcement organizations: Strategies to socialize newcomers in the time of Covid-19. *Journal of Risk Research, 23*(7-8), 888-901. doi:10.1080/13669877.2020.1765002
- United States Office of Personnel Management. (2011). *Hit the ground running: Establishing a model of executive onboarding program*. Retrieved from https://www.opm.gov/policy-data-oversight/training-and-development/hit_the_ground_running_establishing_a_model_executive_onboarding_framework_2011.pdf

- Valdivia, C. & Flores, L.Y. (2012). Factors affecting the job satisfaction of Latino/a immigrants in the Midwest. *Journal of Career Development, 39*(1), 31-49.
doi:10.1177/0894845310386478
- Valenzuela, M.A. (2020). When more is better: The relationship between perceived deep-level similarity, perceived workplace ethnic diversity, and immigrants' quality of coworkers' relationships. *Employee Relations: The International Journal, 42*(2), 507-524. doi: 10.1108/ER-05-2019-0202
- van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in organizational behavior* (pp. 209-264). JAI.
- van Manen, M. (2016). *Researching lived experience: Human science for an action sensitive pedagogy* (2nd ed.). Routledge.
- van Riemsdijk, M. & Basford, S. (2021). Integration of highly skilled migrants in the workplace: A multi-level framework. *Journal of International Migration and Integration, 23*, 633-654. doi: 10.1007/s12134-021-00845-x
- van Riemsdijk, M., Basford, S. & Burnham, A. (2015). Socio-cultural incorporation of skilled migrants at work: Employer and migrant perspectives. *International Migration, 54* (3), 20- 30. doi: 10.1111/imig.12221
- Vatz Laaroussi, M. (2008). Du Maghreb au Québec: Accommodements et stratégies. *Travail, Genre et Société, 20*, 47-65.
- Vatz-Laaroussi M. (2015). *Sensibiliser, accompagner et lutter contre le racisme pour mieux vivre ensemble*. Mémoire présenté au Ministère de l'Immigration, de la Diversité et de l'Inclusion. Dans le cadre de la consultation publique: Vers une nouvelle politique québécoise en matière d'immigration, de diversité et d'inclusion. Retrieved from

- <http://p2pcanada.ca/files/2015/02/Memoire-presente-au-Ministere-de-Immigration-de-la-Diversite-et-de-Inclusion-.pdf>
- Vatz Laaroussi, M., Duteau, C., Amla, R. (2016). *Les pratiques d'organismes de régionalisation de l'immigration auprès des milieux d'emplois dans cinq régions du Québec: Les points de vue des organismes, des employeurs et des immigrants*. Pathways to Prosperity.
- Vernon, A. (2012). New-hire onboarding: Common mistakes to avoid. *International Journal of Training and Development*, 66(9), 32-33.
- Wang, Z. & Jing, X. (2018). Job satisfaction among immigrant workers: A review of determinants. *Social Indicators Research*, 139(1), 381-401. doi:10.1007/s11205-017-1708z
- Wang, X. & Sangalang, P.J. (2005). Work adjustment and job satisfaction of Filipino immigrant employees in Canada. *Canadian Journal of Administrative Sciences*, 22(3), 243-254.
- Walton-Roberts, M. (2005). Regional immigration and dispersal: Lessons from small and medium sized urban centres in British Columbia. *Canadian Ethnic Studies* 37(3), 13-34.
- Watkins, M. (2013). Avoiding onboarding and promotion traps. *Strategy & Leadership*, 41(6), 43-46. doi:10.1108/SL-07-2013-0052
- Waxin, M.F., Kumra, S. & Zhao, F. (2020). Workforce localization in the Arab Gulf countries: How do organizations socialize the members of a powerful minority? *Sustainability*, 12(14), 1-17. doi: 10.3390/su12145847
- Weinberger, L. (1998). Commonly held theories of the Human Resource Development concept. *Human Resource Development International* 1(1), 75-93. doi: 10.1080/13678869800000009

- Wentling, R.M. & Palma, Rivas, N. (1998). Current status and future trends of diversity initiatives in the workplace: Diversity experts' perspective. *Human Resource Development Quarterly*, 9(3), 235-253.
- Wicks, M.J., Greenhow, C.M. & Tyler, A.J. (2019). Adjunct faculty onboarding: Is social media a solution? *Community College Journal of Research and Practice*, 44(7), 544-548. doi: 10.1080/10668926.2019.1616007
- Williams, A.M., Kitchen, P., Randall, J., Muhajarine, N., Newbold, B., Galina, M. & Wilson, K. (2015). Immigrants' perceptions of quality of life in three second- or third-tier Canadian cities. *The Canadian Geographer*, 59(4), 489-503. doi:10.1111/cag.12221
- Wilton, N. (2016). *An introduction to Human Resource Management*. Singapore: Sage Publications.
- World Economic Forum. (2017). Migration and its impact on cities. Retrieved from <https://www.weforum.org/reports/migration-and-its-impact-on-cities>
- Yang, C. & Chen, A. (2020). The longitudinal empirical study of organizational socialization and knowledge sharing-From the perspective of job embeddedness. *Interdisciplinary Journal of information, Knowledge and Management*, 15, 1-23. doi: 10.28945/4492
- Yoon, H. (2016). Family strategies in a neoliberal world: Korean immigrants in Winnipeg. *GeoJournal: Spatially Integrated Social Sciences and Humanities*, 81(2), 243-256. doi:10.1007/s10708-014-9616-0
- Zhu, N & Helly, D. (2011). L'inégalité et l'intégration économique des immigrants au Canada. *Canadian Ethnic Studies*, 43(1-2), 69- 93.

Zink, H., & Curran, J. (2018). Building a research onboarding program in a pediatric hospital:

Filling the orientation gap with onboarding and just-in-time education. *Journal of*

Research Administration, 49(2), 109-132.

Zumper. (2022, December 10). *Montreal Qc rent prices*. Retrieved from

<https://www.zumper.com/rent-research/montreal-qc>

Appendix A
Social Media Campaign

Recrutement et intégration de la main d'oeuvre immigrante:

EST-CE QUE VOTRE STRATÉGIE D'ENTREPRISE EST À POINT ?

LE 8, 10 ET 14 FÉVRIER
11H30 À 13H



Appendix B

Eventbrite Registration Text

À propos de cet événement

Est-ce qu'il y a une pénurie de main d'œuvre dans votre entreprise? Est-ce que vous êtes responsable de former des employés? Est-ce que vous travaillez ou avez travaillé avec de nouveaux collègues qui ont eu besoin d'aide à s'intégrer? Êtes-vous un nouvel employé?

Vous n'êtes pas seuls.

Dans le contexte canadien où il y a 815 800 postes à pourvoir, le Québec est la deuxième province avec le plus de besoin de main-d'œuvre.

Il existe des ensembles de pratiques visant à recruter, intégrer et former un nouvel employé, très efficaces. Cependant, ces programmes d'accueil sont-ils aussi bien développés qu'ils pourraient l'être pour attirer et retenir la main d'œuvre? Est-ce que la stratégie de votre entreprise est-elle à point?

Cet atelier animé par Madame Piechowiak, MA, candidate au doctorat de l'Université Concordia présentera une étude financée par le gouvernement canadien via Le Centre des Compétences Futures pour évaluer les stratégies d'accueil et de rétention de talents dans votre entreprise.

Participation à l'étude de Concordia vous permettra de contribuer à:
l'amélioration des processus et des stratégies d'accueil et de rétention de talents dans votre entreprise et votre région
l'amélioration des conditions de votre milieu de travail
la promotion de politiques et stratégies visant à atténuer la pénurie de la main d'œuvre en région

À qui s'adresse cet atelier?

Vous êtes responsable du processus de dotation et rétention en personnel de votre entreprise

Vous êtes impliqué dans le processus de formation ou soutien aux nouveaux employés.

Vous travaillez ou avez travaillé avec de nouveaux collègues immigrants et non-immigrants

Vous êtes confrontés à des défis d'intégration professionnelle.

Appendix B2
Employee Registration Information Card

Please print

Name: _____

Company name: _____

Position: _____

Home tel.: _____

Cell: _____

Email: _____

Appendix C1
Information Session Presentation- Company Head

Onboarding Strategies For Non-Gateway Enterprises

By: Alicia Piechowiak, M.A.,
 Doctoral Candidate
 Concordia University

Overview

1. Introduction, Funding and Partners
2. The study
3. Onboarding Strategies
4. Recruiting TETs
5. The next steps
6. Q & A

Introduction

Funded by the
 Government of Canada
 Future Skills Program

Canada

• Alicia Piechowiak, M.A.

- Trilingual: Polish, English, French
- Professional Background and Experience
- PhD Candidate at Concordia University

Concordia
 UNIVERSITY

DAVIE

Groupe Engram
SOCIAL BUSINESS. BETTER BUSINESS SYSTEM.

Future Skills Centre Centre des **Compétences futures**

Ryerson University

The Conference Board of Canada
<http://www.conferenceboard.ca/>

MAGNET <https://magnet.today/>

DIVERSITY **INSTITUTE** <http://www.diversityinstitute.com/>

Blueprint <http://www.blueprint.ca/>

The Context:

Quebec

- Worker shortage → 194 145 open posts in Québec
- Aging workforce and low birth rates
- Outmigration
- Chaudière Appalaches
 - 2020: 7 600+ vacancies
 - 100 retirees → 65 new workers

Context

Immigrants

- 5-10 yrs economic integration
- 61% move to Montreal, Toronto & Vancouver
- Women have the highest unemployment rates

Objectives

- What is your company doing to recruit, train and retain workers?
- What are your experiences in this process?
- What works well and what needs to be improved in your opinion?
- Who do you think can help make it better and how?

Why Participate?

- **Customized analysis and recommendations of your onboarding program**
- Help improve the attraction and retention of workers to your company and your region
- Contribute to improving your company's performance
- Help promote political and strategic change to meet labour needs
- Your input will be shared across Canada

Organizational Eligibility

Organizations

- ✓ SMEs: 1 to 499 employees
- ✓ Manufacturers: companies who physically or chemically transform materials into new, finished or un-finished products
- ✓ Located outside of the Greater Montreal area
- ✓ Currently or previously have employed immigrants
- ✓ Experiencing or who have experienced in the past a shortage of technical or trade skilled workers (this inclusion criteria is not mandatory, it is a preferred criteria).

6-8 Employees Per Company

Employee profiles:

- An executive
- Human resource representative(s)
- Managers and/or supervisors
- Technical or trade skills employees, both immigrant and non-immigrant

What Will You be Asked to Do?

- One 60–90-minute interview
- Guided tour of the company
- With company permission take pictures of the work environment (to help me with recollection of the layout and environment when I begin to analyse the data).
- Host my in-house information session to recruit employees
- Provide access to all onboarding materials
- A one-time review of data analysis to ensure it accurately describes your thoughts and experiences accurately

Informed Consent & Remuneration

- Participation is voluntary and confidential
- Right to withdraw at any time without penalty
- Company will remain un-named and participants will have a pseudonym
- Interviews may be held in the location and time of your choice
- Data will be stored on a password protected laptop
- \$50 gift card from: Amazon, Walmart or Visa

Immigrant Onboarding Strategies

Recruitment

- Go to where immigrants are (ex.: Community centres and churches)
- Look for the newest arrived immigrants
- Tell them what support you will provide
- Hire selectively

Immigrant Onboarding Strategies

Recruitment

- Invite the whole family to visit
- Tour the community
- Build partnerships
 - Real estate agencies
 - Banks
 - Other businesses

Immigrant Onboarding Strategies

Integration & Retention

- Explain even the seemingly simplest things (ex.: pay stub deductions)
- Buddy system
- Structured and scheduled feedback
- Career & training opportunities
- Diversity policies, training and follow-up
- Community service
- Support family integration into the community

Immigrant Onboarding Strategies

Bottom Line:

- There are MANY more strategies, but you can't do it all.
- Not all strategies will fit your needs at this time
- Your onboarding needs will change with time

The ultimate question:

Where is my company at and what are the best next steps for us?

Recruiting from Abroad What has changed?

3 new elements in effect until Dec. 31st 2023

1. New program: International Mobility Program (IMP +):
 - 7000 additional work permits to workers with a CSQ still in their country of origin waiting for paperwork (fast tracking existing applicants)
 - Eliminates need for LMIA
2. Temporary Foreign Worker program
 - Increase FROM 10% to 20% per establishment in certain sectors (business & has salary, niveau "C", high school or job specific training such as bus drivers, long-haul drivers, food and beverage servers)
3. Bridging Open Work Permit (BOWWP)
 - Those with CSQ waiting for permanent residency may apply and will be permitted to work at the job of their choice

The Next Steps

1. Confirm your participation
2. Review the presentation package
3. Fill, sign and send the consent forms
4. Let's talk to book a time and date for the:
 - The employee recruitment session
 - Company tour

Appendix C2
Information Session Presentation-Employees

Onboarding Strategies For Non-Gateway Enterprises

Alicia Piechowiak, M.A.,
Doctoral Candidate
Concordia University

OVERVIEW

1. Introduction
2. The Study
3. Participation
4. Confidentiality
5. The Next Steps
6. Q & A Period

Introduction



Alicia Piechowiak, M.A.

- Trilingual: Polish, English, French
- Professional Background and Experience
- PhD Candidate at Concordia University














The Context:

Quebec

- Worker shortage → 194 145 open posts in Québec
- Aging workforce and low birth rates
- Outmigration
- Chaudière Appalaches
 - 2020: 7 600+ vacancies
 - 100 retirees → 65 new workers

Context

Immigrants

- 5-10 yrs economic integration
- 61% move to Montreal, Toronto & Vancouver
- Women have the highest unemployment rates

What we want to know?

- What is your company doing to recruit, train and retain workers?
- What are your experiences in this process?
- What works well and what needs to be improved in your opinion?
- Who do you think can help make it better and how?

Who Can Participate

- An executive
- Human resource representative(s)
- Managers and/or supervisors
- Technical or trade skills employees, both immigrant and non-immigrant

What Will I Be Asked To Do?

- One interview: 60–90-minutes
- One post interview follow-up
- Remuneration: \$50 gift card from: Amazon, Walmart or Visa

Why Participate?

- Help improve the attraction and retention of workers to your company and your region
- Contribute to improving your work environment and conditions
- Help promote political and strategic change to meet labour needs
- Your input will be shared across Canada

Confidentiality

- Voluntary & confidential
- No work-related rewards or consequences
- Right to withdraw without penalty
- Your individual responses will *not* be shared
- Demographic data

The Next Steps

1. Confirm your participation
2. Review the presentation package
3. Fill, sign and send the consent form
4. Book a time and place for the interview

Appendix D1
Organizational Participation Form



INFORMATION AND CONSENT FORM FOR ORGANIZATIONS PARTICIPATING IN THE STUDY

Study Title: Immigrant Onboarding in Non-Gateway Quebec Small to Medium Enterprises - Analyse des programmes d'accueil des talents issus de l'immigration par les PME manufacturières québécoises en région

Researcher: Alicia Piechowiak

Researcher's Contact Information:

email: alicia.piechowiak@mail.concordia.ca

cell:

Faculty Supervisor: Saul Carliner

Faculty Supervisor's Contact Information:

Telephone: 514-848-2424 ext. 2038

Email: saul.carliner@concordia.ca

Source of funding for the study: Government of Canada's Future Skills Centre (<https://fsc-ccf.ca/>)

Your organization is being invited to participate in the research study mentioned above. This form provides information about what participating would mean. Please read it carefully before deciding if you want to participate or not. If there is anything you do not understand, or if you want more information, please ask the researcher.

A. PURPOSE

The purpose of the research is to identify the strategies used by small to medium manufacturing enterprises outside of the Greater Montreal Area, to recruit, train and integrate new immigrant employees. More specifically, this study hopes to identify:

better practices that may improve immigrant employee attraction, skills development and retention in these businesses.

common areas of need and support required to recruit, train and integrate new immigrant employees.

This study asks for six (6) to eight (8) employees from your organization to share their experiences in the process of recruitment, training and integration of new immigrant employees during a 60-90 minute interview and approximately 30 minutes to validate the accuracy of the researcher's description of those experiences for a total of 90-120 minutes. Employee profiles we are seeking include:

One executive

One Human Resource representatives
At least two managers/supervisors
Technical or trade skills employees, at least one immigrant and one non-immigrant

B. PROCEDURES

If your organization participates in this study, the organization agrees to
Provide the researcher a guided tour of the company
Allow the researcher to take pictures of the work environment (to help with the recollection of the layout and environment when data analysis begins).
Organize a time for employees to attend an in-house information session for the researcher to explain the study and recruit employees for the study and send invitations to the employee
Provide access to all materials and services use for onboarding

C. RISKS AND BENEFITS

Participation in the study is confidential and neither your organization nor its employees are identified in any reports of the study (including private ones shared with you) risks for organizational participation in the study are low.

The researchers will not inform you who is participating in the study. Should employees disclose themselves, those who do participate in the study should not receive different treatment from those who do not participate. More specifically, there should be no work-related rewards or consequences for those employees who participate in the study and those who choose not to or withdraw from the study.

Potential benefits include

A customized analysis of the company's recruitment, training and retention practices and a private presentation about the results specific to the company's strengths in this area and continued support needs.

Supporting other small to medium enterprises in non-gateway locations looking to put into place or further develop their immigrant and non-immigrant recruitment, training and retention practices.

Informing government and non-government actors of small to medium enterprises recruitment support needs and immigrant employees' needs

Contributing to improving the attraction and retention of skilled workers, particularly immigrant workers, to cities and towns outside of the Greater Montreal area experiencing labour shortages. At the end of the study, employees who will have participated will receive a \$50 gift certificate for their time from one (1) of the following three (3) vendors of their choice: Walmart, Amazon or Visa.

D. CONFIDENTIALITY

Your organization's identity will be kept confidential in all public and private reports on the study.

Although you will assist in the recruitment for the study, individual participants from your organization will directly interact with the research team. Furthermore, their identities will not be known to you, nor shared with you. We will not allow anyone outside of the research team to

have access to information from individual participants and will only use the information for the purposes of the research described in this form.

On the one hand, information about participants in our research files will identify their relationship with your organization. On the other hand, to prevent anyone from identifying you or participants from your organization, no information that could be used to identify your organization or its employees will be shared in any reporting of the study.

We will further protect information by storing it in password-protected files, folders and a back-up drive to which only the research team has access to.

We intend to publish the results of the research. As noted earlier, it will not be possible to identify your organization or the individual participants from it in the published results.

We will destroy the information twenty (20) years after the end of the study.

E. DECLARATION

On behalf of _____ (organization name), I have read and understood this form. I have had the chance to ask questions and any questions have been answered. My organization agrees to participate in this research under the conditions described and I verify that I have the authority to sign on behalf of the organization.

NAME (please print) _____

JOB TITLE (please print) _____

SIGNATURE _____

DATE _____

If you have questions about the scientific or scholarly aspects of this research, please contact the researcher. Their contact information is on page 1. You may also contact their faculty supervisor.

If you have concerns about ethical issues in this research, please contact the Manager, Research Ethics, Concordia University, 514.848.2424 ex. 7481 or oor.ethics@concordia.ca.

Appendix D2
Participant Information and Consent Form



INFORMATION AND CONSENT FORM

Study Title: Immigrant Onboarding in Non-Gateway Quebec Small to Medium Enterprises -
Analyse des programmes d'accueil des talents issus de l'immigration par les PME
manufacturières québécoises en région

Researcher: Alicia Piechowiak

Researcher's Contact Information:

email: alicia.piechowiak@mail.concordia.ca

cell:

Faculty Supervisor: Saul Carliner

Faculty Supervisor's Contact Information:

Telephone: 514-848-2424 ext. 2038

Email: saul.carliner@concordia.ca

Source of funding for the study: Government of Canada's Future Skills Centre (<https://fsc-ccf.ca/>)

You are being invited to participate in the research study mentioned above. This form provides information about what participating would mean. Please read it carefully before deciding if you want to participate or not. If there is anything you do not understand, or if you want more information, please ask the researcher.

A. PURPOSE

The purpose of the research is to identify the strategies used by small to medium manufacturing enterprises outside of the Greater Montreal Area, to recruit, train and integrate new immigrant employees. More specifically, this study hopes to identify:

better practices that may improve immigrant employee attraction, skills development and retention in these businesses.

common areas of need and support required to recruit, train and integrate new immigrant employees.

B. PROCEDURES

If you participate, you will be asked to give 90-120 minutes of your time:

A single 60–90-minute interview discussing:

The company mission, products and clientele.

Your professional background, role and experiences with the company onboarding program.

Discuss recruitment, training and retention of new workers in your organization.

Approximately 30 minutes to review the researcher's description of your experiences in the fall of 2022 to ensure it is reflective of your thoughts and experiences and provide feedback should it be necessary.

Note:

In person interviews outside of the workplace require additional time commitment due to the commute to the interview location.

Interviews will be recorded. The recordings will only be used by the research team to document the interviews and provide a backup to written notes of the interview.

C. RISKS AND BENEFITS

Participation in the study is confidential and because your identity is not revealed in any reports of the study (including private ones shared with the company) risks associated to your participation in the study is low.

Potential benefits include:

Identifying better practices to recruiting, hiring and training new immigrant and non-immigrant employees.

Identifying problem areas in practices to recruiting, hiring and training new employees.

Improving employers understanding of effective strategies to recruit, hire and train new immigrant employees.

D. CONFIDENTIALITY

We will gather the following information as part of this research:

Your professional background/experience.

A description of your workplace, the products and the clientele.

Past and present new employee recruitment, hiring and training experiences.

Your role and perceptions of recruiting, training and retaining strategies.

We will not allow anyone outside of the research team to access the information you provide us with including your employer. We will only use the information for the purposes of the research described in this form. Note, that your employer and/or colleagues might become aware that you are participating in the study because the study focuses on your work-related experiences with recruiting, training and integrating new workers. However, the research team will neither confirm nor deny your participation to anyone in your organization nor share your data.

There are no negative consequences for not participating, stopping in the middle, or asking us not to use your information. Your employer will not be informed that you are participating in the study. If you share that information, your employer has agreed that employees who participate in the study will not receive different treatment from those who do not participate. Furthermore, your employer has agreed to not provide any work-related rewards or consequences for employees who participate, those who choose not to participate or choose to withdraw from the study.

The information gathered will be coded. That means that the information will be identified using a pseudonym. The research team will have a list that links the pseudonym to your name. Only

aggregated results about the recruitment, training and retention program will be shared with your organization. Should remarks made by you be included in the report, they will not be attributed to you and readers should not be able to link those comments to you.

Should you consent, your demographic data (gender, ethnicity and professional background) may be shared with the Future Skills Center, the federal body funding this research study.

We will protect the information by saving all recorded interviews and documents in password protected files, folders and a backup drive.

We intend to publish the results of the research. However, it will not be possible to identify you in the published results. We will destroy the information twenty (20) years after the end of the study.

F. CONDITIONS OF PARTICIPATION

Participation in this study is purely your decision. If you do participate, you can stop at any time. You must explicitly tell the research team in writing (by email or letter) that you are withdrawing from the university research project. If you decide to withdraw fewer than four (4) weeks following the interview date, we will destroy your data. However, if four (4) weeks or more have passed we will use your data in the analysis of our study unless at the time of withdrawal you also indicate that you are withdrawing your data from the study. There are no negative consequences for not participating, stopping in the middle, or asking us not to use your information.

As a means of thanking you for your participation, you will receive a \$50 gift certificate from one of the following vendors of your choice: Walmart, Amazon or Visa. You will receive the compensation after reviewing the researcher's description of your experiences to ensure they reflect your experiences accurately.

Auditors from Concordia or the funding agency (the Future Skills Centre) will have access to a coded list of participants. It will not be possible to identify you from this list.

G. PARTICIPANT'S DECLARATION

I have read and understood this form. I have had the chance to ask questions and any questions have been answered.

- I agree to participate in this research under the conditions described.

As part of this study demographic information will be collected. Please indicate

- I also agree to share my demographic data (gender, ethnicity and professional background) with the federal body funding this study, the Future Skills Centre.
- I do *not* agree to share my demographic data (gender, ethnicity and

professional background) with the federal body funding this study, the Future Skills Centre.

Please indicate your preferred mode of communication:

- Telephone _____
- Text Message _____
- Email _____

NAME (please print) _____

JOB TITLE (please print) _____

SIGNATURE _____

DATE _____

If you have questions about the scientific or scholarly aspects of this research, please contact the researcher. Their contact information is on page 1. You may also contact their faculty supervisor.

If you have concerns about ethical issues in this research, please contact the Manager, Research Ethics, Concordia University, 514.848.2424 ex. 7481 or oor.ethics@concordia.ca.

Appendix E
Information Session Follow-Up Script and Email

Company head email

Subject: Onboarding Information Session Follow-Up

Dear Mr./Ms. Recipient Name

Thank you for attending the information session concerning the recruitment and retention of immigrant workers that is being conducted by Concordia University and is funded by the Future Skills Center. We hope that you found the information to be useful.

We also wanted to verify if you are interested in taking us up on the opportunity to participate in the study. By participating, your company will benefit from a customized report of the strengths of your onboarding program, identification of areas for improvement and suggestions to address those areas.

For additional information regarding this study, the requirements and benefits you may consult the package shared at the information session (attached) or contact me directly at

- Telephone 514-567-3922
- Email: alicia.piechowiak@mail.concordia.ca

To confirm your organization's participation, please review, complete, sign and return to me the attached organizational consent form via email or text message images.

Once I have received the organizational consent form, I will contact you to set a date for the next steps which are to:

- i. book a date for an in-house information session to recruit employees and to provide you with advertisement materials to this effect
- ii. book a meeting to conduct a tour of the company,
- iii. access company onboarding materials

Should you have any additional questions please do not hesitate to contact me.

Thank you in advance for your time and I look forward to hearing from you,

Alicia Piechowiak, M.A.
PhD Candidate, Department of Education
Concordia University

Company head telephone script

Hello Mr./Ms. Name,

My name is Alicia Piechowiak and we met at the information session regarding the study of the recruitment and retention of immigrant workers that is being conducted by Concordia University and is funded by the Future Skills Center. Have I got you a good time? This will only take a few minutes (If not schedule another time to speak).

I wanted to thank you again for attending the session and follow-up regarding the opportunity to participate in the study. By participating in this study your company will receive a customized report of the strengths of your onboarding program, areas for improvement and recommendations to address those areas.

If they express interest review the organizational consent form. Do you have any questions? Is there anything that you would like to know more about? If all is well proceed to signing the consent form. To formalize this please fill and sign the organizational consent form in the package distributed if you have it on hand or that you will find in your email. You may put in an electronic signature and send it back to me or take a picture of the document and send it to me via text-message. My number is on the first page of the consent form.

Now, we just need to schedule a date for three things: the employee recruitment session, the company tour and accessing company onboarding materials. What would work best for your schedule?

Thank you for agreeing to participate in the study. I will forward to you the materials to promote the in-house information session to be held on date and time. I look forward to the company tour and pursuing the conversation on date and time. You'll receive a reminder email one to two business days prior to our next meeting. Take care.

Employee email script

Subject: Study Information Session Follow-Up

Dear Recipient Name,

Thank you for attending the information session concerning the recruitment and retention of immigrant workers that is being conducted by Concordia University and is funded by the Future Skills Center.

I am contacting you to verify if you are interested in taking us up on the opportunity to share your onboarding experiences with us. By participating your company will benefit from a customized report of the strengths of your onboarding program, areas for improvement and suggestions to address those areas.

For additional information regarding this study, the requirements, benefits and confidentiality you may consult the package shared at the information session (attached) or contact me directly by

Telephone:

Email: alicia.piechowiak@mail.concordia.ca

To confirm your participation, please review, complete, sign and return to me the informed consent form (attached) via email or text message images.

Once I have received the signed consent form, I will contact you within one to three business days to set a date, time and location for the single 60-90 minute interview to discuss your onboarding experiences within the company.

Should you have any questions please do not hesitate to contact me.

Thank you in advance for your time and I look forward to hearing from you,

Alicia Piechowiak, M.A.
PhD Candidate, Department of Education
Concordia University

Employee telephone script

Hello Mr./Ms. Name,

My name is Alicia Piechowiak and we met at the information session regarding the study of the recruitment and retention of immigrant workers that is being conducted by Concordia University and is funded by the Future Skills Center.

Have I got you a good time? This will only take a few minutes (If not schedule another time to speak).

I wanted to thank you again for attending the session and follow-up regarding the opportunity to participate in the study and share your onboarding experiences with us. By participating in this study your company will receive a customized report of the strengths of your onboarding program, areas for improvement and recommendations to address those areas.

If they express interest review the consent form. Do you have any questions? Is there anything that you would like to know more about? If all is well proceed to signing the consent form. To formalize this please fill and sign the informed consent form in the package distributed if you have it on hand or that you will find in your email. You may put in an electronic signature and send it back to me or take a picture of the document and send it to me via text-message. My number is on the first page of the consent form.

Now, we just need to schedule a date, time and location for the 60-90 minute interview. What would work best for your schedule? Schedule the interview.

Thank you for agreeing to participating in the study and I look forward to our conversation on state date, time and location. You'll receive a reminder email one to two business days prior to our meeting. Take care.

Appendix F
In-House Company Information Session Advertisement



Recrutement et intégration de la main d'oeuvre immigrante:

EST-CE QUE VOTRE STRATÉGIE D'ENTREPRISE EST À POINT ?

LE 8, 10 ET 14 FÉVRIER
11H30 À 13H






À propos de cet événement

Est-ce qu'il y a une pénurie de main d'oeuvre dans votre entreprise? Est-ce que vous êtes responsable de former des employés? Est-ce que vous travaillez ou avez travaillé avec de nouveaux collègues qui ont eu besoin d'aide à s'intégrer? Êtes-vous un nouvel employé?

Vous n'êtes pas seuls.

Dans le contexte canadien où il y a 815 800 postes à pourvoir, le Québec est la deuxième province avec le plus de besoin de main-d'oeuvre.

Il existe des ensembles de pratiques visant à recruter, intégrer et former un nouvel employé, très efficaces. Cependant, ces programmes d'accueil sont-ils aussi bien développés qu'ils pourraient l'être pour attirer et retenir la main d'oeuvre? Est-ce que la stratégie de votre entreprise est-elle à point?

Cet atelier animé par Madame Piechowiak, MA, candidate au doctorat de l'Université Concordia présentera une étude financée par le gouvernement canadien via Le Centre des Compétences Futures pour évaluer les stratégies d'accueil et de rétention de talents dans votre entreprise.

Participation à l'étude de Concordia vous permettra de contribuer à:

l'amélioration des processus et des stratégies d'accueil et de rétention de talents dans votre entreprise et votre région

l'amélioration des conditions de votre milieu de travail

la promotion de politiques et stratégies visant à atténuer la pénurie de la main d'oeuvre en région

À qui s'adresse cet atelier?

Vous êtes responsable du processus de dotation et rétention en personnel de votre entreprise

Vous êtes impliqué dans le processus de formation ou soutien aux nouveaux employés.

Vous travaillez ou avez travaillé avec de nouveaux collègues immigrant et non-immigrant

Vous êtes confrontés à des défis d'intégration professionnelle.

Appendix G
Interview Reminder Email

Subject: Interview Reminder

Dear Mr./Ms. Recipient name,

I hope that this email finds you well. This is a gentle reminder that we are scheduled to meet
date
time

location (or via zoom, link provided below) to discuss your onboarding experiences as part of the Concordia University study funded the Future Skills Center.

Please note that the session will be digitally recorded. The recording will not be shared outside of the research team.

If the scheduled time is no longer convenient, please contact me so that we may re-schedule.

You may reach me by

phone: or

email: alicia.piechowiak@mail.concordia.ca

Action requested: Before the scheduled interview please review the information and consent form for this study. It describes the study, what participation involves, how your privacy will be protected and how the data will be used.

Thank you and I look forward to our conversation.

Alicia Piechowiak, M.A.

PhD Candidate, Department of Education

Concordia University

Appendix H1

Interview Guide: Company Head

Part 1

Life Experiences

- Tell me a little about yourself, your educational and professional background (schooling, jobs held, positions etc...)
- Do you have friends from school, family, neighbours, work colleagues that are immigrants?

The Company

- Tell me about the company: Founding/evolution. Employees: number, structure, longest employed. Services/products. Clients and/or partners
- If you had to choose three to five words to describe the company and what it is like working there what would they be and why?

Part 2

Recruitment

- Describe the recruitment process (refer to Appendix J- Onboarding checklist)
- Are there any government and/or non-government services and/or incentives for immigrant recruitment
 - You know of and/or have used? Why or why not? Describe one case where it was used and your experience

Training

- Describe the initial introduction (first few weeks) of a new employee process (refer to Appendix J- Onboarding checklist)
- Is this process the same for all types of new employees?

Retention

- Tell me about any longer-term strategies used to retain your workers (refer to Appendix J- Onboarding checklist)

Part 3

Perceptions of the Onboarding Program, Immigrants and Future of the Company

- What are the advantages of hiring new immigrant workers? What are the challenges?
- How do you feel about the company's immigrant onboarding (recruitment, training and integration) strategies?
 - Areas that work well
 - Areas requiring improvement/challenges?
 - Who can or should help with the challenges?
 - Do immigrant skills match your company needs? If you were to give advice to immigrants, to improve their integration process what would it be?
- Where do you see the company going in the future in terms of recruiting, training and retaining immigrants? Should anything be done differently? Are there any specific priorities?
- Are there any questions you feel I did not ask or something you would like to add? Do you feel we covered everything?

Appendix H2

Interview Guide: Executive or Manager

Part 1

Life Experiences

- Tell me a little about yourself, your educational and professional background (schooling, jobs held, positions etc...)
- Do you have friends from school, family, neighbours, work colleagues that are immigrants?

The Company

- Tell me about your position
 - Previous and current positions and responsibilities
 - Superiors, colleagues and subordinates?
 - Who do you interact with most frequently, on a daily basis?
 - What is your relationship like with superiors, other departments, colleagues and subordinates?
 - If there is a problem in the workflow how do you go about correcting it? Who is responsible for what part of the process?
- Tell me about your company
 - Founding/evolution
 - Employees
 - Number
 - Structure
 - Longest employed
- Services/products
- Clients and/or partners
- If you had to choose three to five words to describe the company and what it is like working there what would they be and why?

Part 2

Recruitment

- Describe the recruitment process and your involvement (refer to Appendix J- Onboarding checklist)
- Interviews
- What external immigrant onboarding services or government incentives are available to your knowledge? Have you used them? Why or why not? If so describe one case where it was used and your experience.

Integration and Training

- Think about the arrival of a new employee and tell me about what that process looks like (refer to Appendix J- Onboarding checklist)
- Is this process the same for all types of employees (immigrant non-immigrant) and positions?

- What in your opinion is the most important thing new employees (immigrant and non-immigrant) need to learn to work here? What advice would you give a newcomer? How do you help them understand this?

Retention

- Tell me about any longer-term strategies used to retain your workers (refer to Appendix J- Onboarding checklist)

Part 3

Perceptions of the Onboarding Program, Immigrants and Future of the Company

- What are the advantages of hiring new immigrant workers? What are the challenges?
- How do you feel about the company's immigrant onboarding (recruitment, training and integration) strategies?
 - Areas that work well
 - Areas requiring improvement/challenges?
 - Who can or should help with the challenges?
 - Do immigrant skills match your company needs? If you were to give advice to immigrants, to improve their integration process what would it be?
- Where do you see the company going in the future in terms of recruiting, training and retaining immigrants? Should anything be done differently? Are there any specific priorities?
- What do you foresee for the company in the next five years?
- Are there any questions you feel I did not ask or something you would like to add? Do you feel we covered everything?

Appendix H3

Interview Guide: Immigrant Employee

Part 1

Life Experiences

- Tell me a little about yourself, your educational and professional background (schooling, jobs held, positions etc...)
- Describe your path to immigration and settlement.
 - why did you decide to immigrate
 - what was challenging
 - what went well,
 - did you anyone help you?
 - What do you still find challenging?
 - How long did it take to find a job?

The Company

- If you had to describe the company to a loved one back home, what would you tell them?
- If you had to choose three to five words to describe the company and what it is like working there what would they be and why?
- Tell me about your position, responsibilities and previous positions (if applicable)
- Who do you interact with most frequently, on a daily basis?
- Describe your relationship with superiors, subordinates and other departments? (colleagues or friends?)
- If there is a problem or changes to how you work how are those issues identified and adjustments made?

Part 2

Recruitment

- Tell me about how you came to work for the company
 - Recruitment (how did you hear about the job, application process)
 - Interview (who was present, what did they ask)
 - How long before your found out? Was there any special processing assistance, travel...

Training

- Once you were hired, describe your first few weeks here, who did you meet, training you received

Part 3

Perceptions of the Onboarding Program, Their Employer and Future of the Company

- What advantages are there to working here?
- What do you find most challenging about working here? What do you find most challenging about working here versus a larger city like Montreal?
- What do you think is the most important thing to getting along and fitting in?
- How do you feel about the company's onboarding (recruitment, training and integration) program?
 - Areas that work well
 - What was most helpful and why?

- Areas requiring improvement/challenges
 - Who can or should help with those challenges?
 - What additional training needs do you have?
- Where do you see the company in five years?
- Where do you see yourself going from here? What are the next steps? Is there anything you would have done differently or changed?
- Are there any questions you feel I did not ask or something you would like to add? Do you feel we covered everything?

Appendix I
Onboarding Strategies Checklist

Section 1. Recruitment and hiring		
	Present? <input type="checkbox"/> or <input type="checkbox"/>	Comments
i. Job advertising:		
a. Online		
b. Immigrant message boards		
c. Job matching services		
ii. Job preview activity		
iii. Pre-selected interview questions		
iv. Candidate assessment criteria		

Section 2. Training		
	Present? <input type="checkbox"/> or <input type="checkbox"/>	Comments
i. Orientation sessions discussing:		
a. Company history, culture and goals		
b. Company tour		
c. Introduction to managers and colleagues		
d. Meeting with managers and colleagues (luncheon, supper or board meeting)		
e. Special welcoming activity or gift		
ii. Pre-selected performance assessment date meetings with managers (ex.: day 7, 30, 60, 90, 120 and 365 on the job)		
iii. Employee manual or intranet portal describing:		
a. Company policies		
b. Key people to communicate with		
c. List of proactive behaviours that are encouraged		
d. Salary, pay and deductions		
iv. Training schedule with specific activities and dates		
v. Language training in the workplace		
vi. List of key services in the community and or help accessing them		
a. Health (hospitals, clinics, specialists)		
b. Housing		
c. Transportation		
d. Education		
e. Banking		
f. Childcare services		
g. Recreational		
h. Stores (clothing, grocery, hardware or other)		

i.	Community organizations		
vii.	Developmental relationships (buddy, mentor, coach)		
viii.	Non-work related company activities to promote networking		
ix.	Invitation to community activities to promote networking		

Section 3. Retention		
	Present? <input checked="" type="checkbox"/> or <input type="checkbox"/>	Comments
i.	Career planning meetings to discuss job growth opportunities within the company	
ii.	Meetings to discuss professional development or additional skills training	
iii.	Financial or other incentives to acquire new skills or training	

Appendix J
Artefacts Framework

Section 1. The company (from the website or any other internal documents)		
	Present? ☑ or ☒	Comments
i. Size (number of employees)		
ii. Years in existence and business maturity		
iii. Espoused values or philosophy		
iv. Products manufactured		
v. Product advertisement or service offers		
vi. Clients and partners		
vii. Key employees		
viii. Inclusive policies or training		

Section 2. Recruitment and hiring artefacts		
	Present? ☑ or ☒	Comments
i. Sample job descriptions		
ii. Job advertisements		
iii. Partners/organizations involved in recruiting		
iv. Interview procedures, interview questions, job preview activities, interview assessment criteria and candidate selection processes		

Section 3. Training artefacts		
	Present? ☑ or ☒	Comments
i. Orientation procedures		
ii. Manuals/handbooks		
iii. Intranet portals		
iv. Training materials		
v. Performance assessment		
vi. Feedback charts (used by colleagues or supervisors)		
vii. Developmental relationship training and/or feedback charts/policies		
viii. Language training		

Section 4. Retention artefacts		
	Present? ☑ or ☒	Comments
i. Career planning		

ii.	Professional development/skills training investments and policies		
Section 5. Welcoming Community Artefacts			
		Present? <input type="checkbox"/> or <input type="checkbox"/>	Comments
i.	Employment opportunities		
ii.	Availability of housing		
iii.	Cultural diversity and the presence of newcomers in the community		
iv.	Newcomer serving agencies or immigrant integration services		
v.	Education institutions (elementary, secondary and higher education)		
vi.	Healthcare services in the community		
vii.	Public transit in the community		
viii.	Presence of diverse religious organizations		
ix.	Social engagement opportunities, community events, festivals or other		
x.	Safety		
xi.	Public space and recreation facilities		

Appendix K
Field Notes/Observation Guide

Section 1. Climate, physical layout	
	Comments
i. Location of various departments	
ii. Presence and use of meeting rooms	
iii. Common shared spaces such as the cafeteria	

Section 2. Behaviour regularities	
	Comments
i. Modes of communications: message boards, posters, employee mailboxes	
ii. The type of information that is communicated with above mentioned mediums	
iii. Language used (ex.: French, English, Spanish, other)	
iv. Accompanying visuals	
v. How employees interact/react with supervisors/authority figures	

Section 4. Welcoming community	
	Comments
i. Employment opportunities	
ii. Availability of housing	
iii. Cultural diversity and the presence of newcomers in the community	
iv. Newcomer serving agencies or immigrant integration services	
v. Education institutions (elementary, secondary and higher education)	
vi. Healthcare services in the community	
vii. Public transit in the community	
viii. Presence of diverse religious organizations	
ix. Social engagement opportunities, community events, festivals or other	
x. Safety	
xi. Public space and recreation facilities	

Section 6. Other	
	Comments
i. Ideas, impressions, thoughts and/or criticisms	
ii. Researcher unanswered questions or concerns arising from the observations	

Appendix L
Onboarding Artefact Request Email

English version 1

Subject: Collecting onboarding materials

Dear Mr./Ms. Recipient Name,

Thank you for meeting with me on x date to discuss your company's onboarding program.

As I mentioned then, as part of the analysis, I need company documents relating to onboarding, including documents related to recruitment, hiring, training and retention strategies (please find attached a list of the type of documents we are looking for)

Would it please be possible to send these documents to me by x date?

Should you have any questions please do not hesitate to contact me at this email address or by telephone:.

Best Regards,

Alicia Piechowiak, M.A.

PhD Candidate, Department of Education

Concordia University

English version 2

Subject: Collecting onboarding materials

Dear Mr. Ms. Recipient Name

I am Alicia Piechowiak, a PhD candidate at Concordia university conducting an analysis of the company's onboarding practices. Mr/Ms. Company head or Executive suggested that I contact you about obtaining some documents related to this effort.

Would it please be possible to send a copy of onboarding documents to this email address by x date, including documents related to recruitment, hiring, training and retention strategies (please find attached a list of the type of documents we are looking for).

Should you have any questions please do not hesitate to contact me at this email address or by telephone:.

Best Regards,

Alicia Piechowiak, M.A.

PhD Candidate, Department of Education

Concordia University

Appendix M
Frame Interview Questions

1. What is the topic of your study?
2. What motivated you to study this topic?
3. What is your prior experience with this topic?
4. How do you feel about that experience? Why? – What do you imagine that working in this area might involve?
5. What do you expect to find when you start collecting data? Why do you expect that?
6. What challenges do you expect to encounter when conducting this study? Why?
7. What conclusions do you expect to find? If some conclusions are stated
 - a. State why you expect to find those
 - b. How would you feel if you found something different than what you expected?
8. How do you expect that this study will affect your reputation when it is completed?

Appendix N
Post Interview Email

Subject: Thank you for the interview

Dear name of recipient,

Thank you for participating in the interview for the study regarding the recruitment and retention of immigrant workers that is being conducted by Concordia University and is funded by the Future Skills Center. I enjoyed our conversation and appreciate your taking time to meet with me.

In the fall of 2022, I will send you a description of your onboarding experiences. The objective will be to ensure the description accurately reflects your experiences. Should any modifications be needed you can communicate them to me.

For now, thank you once again for participating in this study and sharing your experiences with me.

Best Regards,

Alicia Piechowiak, M.A.
PhD Candidate, Department of Education
Concordia University

Appendix O
Member Check and Post Member Check Email

Subject: Data analysis validation

Dear name of recipient,

This is a follow-up to our interview on indicate date for the study of onboarding practices being conducted by Concordia University and funded by the Future Skills Centre and sharing your experiences. The next two steps that need action are as follow:

1. **Review of the description of your experiences (attached):** Please read the document carefully, write any comments you may have directly in the document and highlight them in yellow. Should I not hear from you by indicate date, I will take it to mean that the description accurately reflects your experiences and perceptions of onboarding within the company.
2. **Select a gift card:** To thank you for participating in this study you will receive a \$50 gift card from one of the vendors of your choice: Amazon, Walmart or Visa.

Please send any changes and your choice of gift card to me via email at alicia.piechowiak@mail.concordia.ca

Thank you once again for participating in this study and sharing your onboarding experiences with me. I look forward to receiving your comments and choice of gift card by *date*.

Best Regards,

Subject: Thank you for reviewing the descriptions

Dear name of recipient,

Thank you for taking the time to review the draft report of your onboarding experiences for the study being conducted by Concordia University and funded by the Future Skills Centre.

And thank you for being part of this study. By sharing your experiences and perceptions of your company's onboarding program you have given valuable insights into what is needed to effectively recruit and retain immigrant workers in small to medium manufacturing companies in non-gateway communities.

The gift card you selected has been sent to you via email, should you not receive it please contact me via email at alicia.piechowiak@mail.concordia.ca or telephone:

Thank you once again for your time and participation.

Best Regards,

Alicia Piechowiak, M.A.
PhD Candidate, Department of Education
Concordia University

Appendix P
Conflict of Interest Disclosure Form

1. Describe below the nature and extent of the COI including all activities, services or situations which could place the Member in a COI in accordance with the Policy.

The research involves four (4) parties:

- i) **Dr. Saul Carliner:** Thesis Director, Professor at Concordia University and PhD supervisor to Alicia Piechowiak.
- ii) **Alicia Piechowiak:** PhD candidate at Concordia University. Her doctorate focuses on immigrant economic integration in non-gateway locations.
- iii) **Chantier Davie Canada Inc.:** Canada's largest shipbuilder is the leading contractor for the Canadian Coast Guard and has been involved in federal government naval contracts.
- iv) **Groupe Engram:** a consulting firm providing non-gateway SME manufacturers three services: i) subsidies applications and management ii) international trade missions and iii) trade compliance network. They collaborate with government and non-government organizations as well as municipal, provincial, and federal policy makers.

Groupe Engram has a network that will facilitate access study participants: immigrants and non-gateway small to medium manufacturing enterprises. They will also act as media partners to promote knowledge dissemination events to a non-academic audience.

Alicia Piechowiak is married to the President of Groupe Engram, Mr. Rémy Franzoni and is his Project Director since July 2020. At the time of the study, Ms. Piechowiak is responsible for the managing and delivering of international business events organized by the Groupe Engram, such as an international symposium on trade compliance and webinars promoting business opportunities in Asian and African markets. She is also involved in managing Groupe Engram's Human Resources. Her activities include the following: new employee onboarding, health insurance group administration and overseeing the use of internally developed work tools. In addition, she is responsible for accounts receivables, payable and internal bookkeeping. She is not involved in promoting or selling Groupe Engram's services.

Mr. Rémy Franzoni is part of the research project but not a Concordia University employee. He is also a member of the board of directors of: l'Association des fournisseurs de Chantier Davie Canada and regional delegate for Montreal. The association represents suppliers of Chantier Davie Canada Inc. Mr. Franzoni is not remunerated for his membership on the board, nor is he employed by Chantier Davie Canada Inc.

2. For situations of COI relating to a Spin-off Company (as defined in the Policy) please provide the following information:

a) Describe the Member's or Related Party's interests or stake in the Spin-off Company.

Ms. Piechowiak joined Groupe-Engram in July 2020. Her research topic was chosen before that and is motivated by conversations with her spouse (Mr. Rémy Franzoni) who has worked with small to medium manufacturing enterprises across the province for the last ten (10) years and has the capacity to provide access to non-gateway locations and companies that may be interested in participating.

Mr. Franzoni is the President of Groupe Engram and has business and financial interests in his company. As member of the board of directors of the 'Association des fournisseurs de Chantier Davie Canada' he has interests in ensuring that the needs of Montreal suppliers are heard by different levels of government. In the past and presently he has no financial interests or stakes with the Association nor with Chantier Davie Canada Inc.

b) Describe the Member's or Related Party's role or position in the Spin-off Company.

Alicia Piechowiak: as Project Director at Groupe Engram, she is responsible for the managing and delivering international business events (international symposium on trade compliance and webinars promoting business opportunities in Asian and African markets), internal HR functions, and oversees the company's account receivables and payable.

Rémy Franzoni: President of Groupe Engram, sales and delivery of the three services offered at Groupe-Engram: grants and subsidies services, private trade missions, and trade compliance roundtables.

c) Describe the Member's intended time commitment to the activities of the Spin-off Company.

Alicia Piechowiak has a part-time position (2 days/week, 16 hrs/week) to manage and deliver international business development events, manage the internal HR functions, and oversee the company's account receivables and payable.

Her work for the company is separate from this proposed project. She is working as a PhD candidate researcher under the supervision of Saul Carliner. The exact split of responsibilities and time is described under the next point.

Although Groupe Engram is involved with the project; Ms. Piechowiak will be working for Concordia when working on this project. The participation of Groupe Engram is limited to the assistance of Mr. Franzoni.

3. Describe the planned involvement of any students, University faculty and/or other University personnel in the Spin-off Company's activities, highlighting in particular any situations in which the Member has academic or administrative supervision responsibilities for such individuals.

Alicia Piechowiak, PhD candidate at Concordia University will pursue her research 3 days/week and work for Groupe Engram part-time (2 days/week) managing and delivering international business development events (symposia and webinars), manage the internal HR functions, and oversee the company's account receivables and payable. Within these two positions neither spouse will be supervising the other, rather there is a collegial relationship of mutual support.

4. Describe the relationship between the Spin-off Company activities and the Member's University research activities, highlighting any real or perceived overlap in these activities.

Mr. Rémy Franzoni will facilitate contact and recruitment of research participants through his network and role within Groupe Engram. He will advertise the social media campaign to invite attendees to the participants recruitment information sessions and promote knowledge dissemination sessions to a non-academic audience. In addition, he will facilitate contact with other stakeholders involved in immigrant integration such as local chambers of commerce, government and non-government immigrant integration service providers and policy makers.

Groupe Engram are not involved in the following research activities: establishing methodology, data collection, data analysis or review, writing the dissertation report or any journal articles that may result of the study.