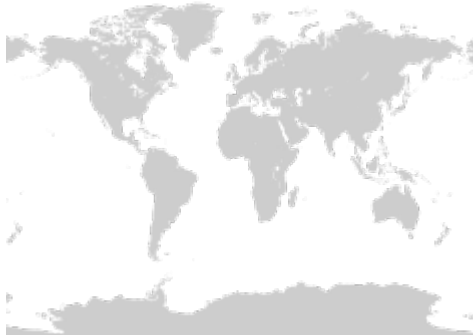




Talent Beyond Borders

Immigration's Impact on PEI Workplace Dynamics



IRSA

Immigrant & Refugee Services
ASSOCIATION
Prince Edward Island



Intake, needs assessment, orientation and referral



Language assessment & LINC referral



Newcomer settlement services



Resettlement Assistance Program for refugees



Canadian Life Skills program



Employment Assistance Services



Cultural Inclusion Training



Youth Settlement Services



Family Counselling



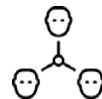
PEI-Canada School Orientation Workshops



Community Engagement Program & events



EAL Volunteer Tutor program & conversation circles



PEI Immigration Partnership



Online guide for newcomers in 8 languages

Land Acknowledgement

We would like to begin by acknowledging that the land on which we gather is the traditional and unceded territory of the Mi'kmaq First Nation.

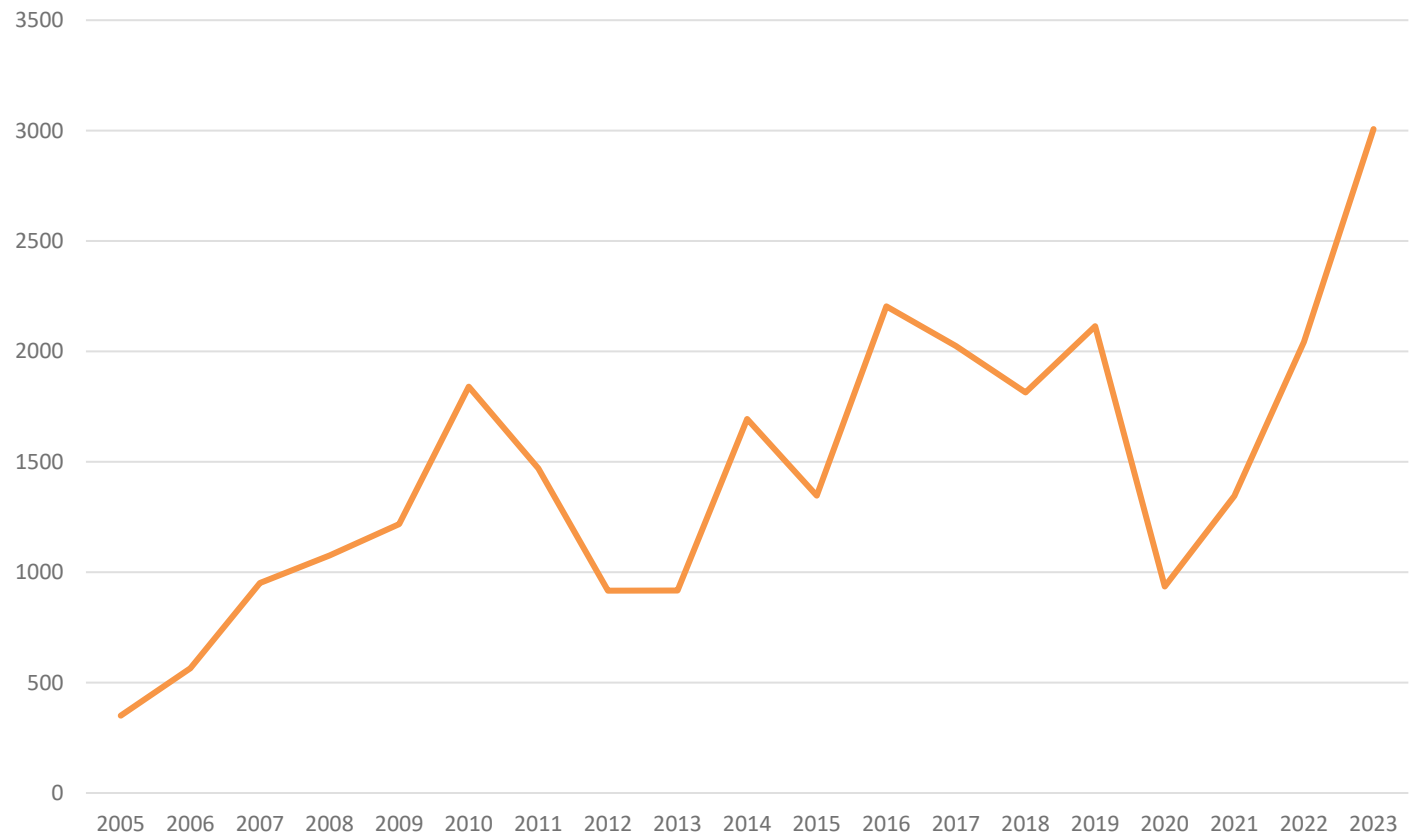
Epekwitk (Prince Edward Island) is covered by the historic Treaties of Peace and Friendship.

We pay our respects to the Indigenous Mi'kmaq People who have occupied this Island for over 12,000 years; past, present and future.

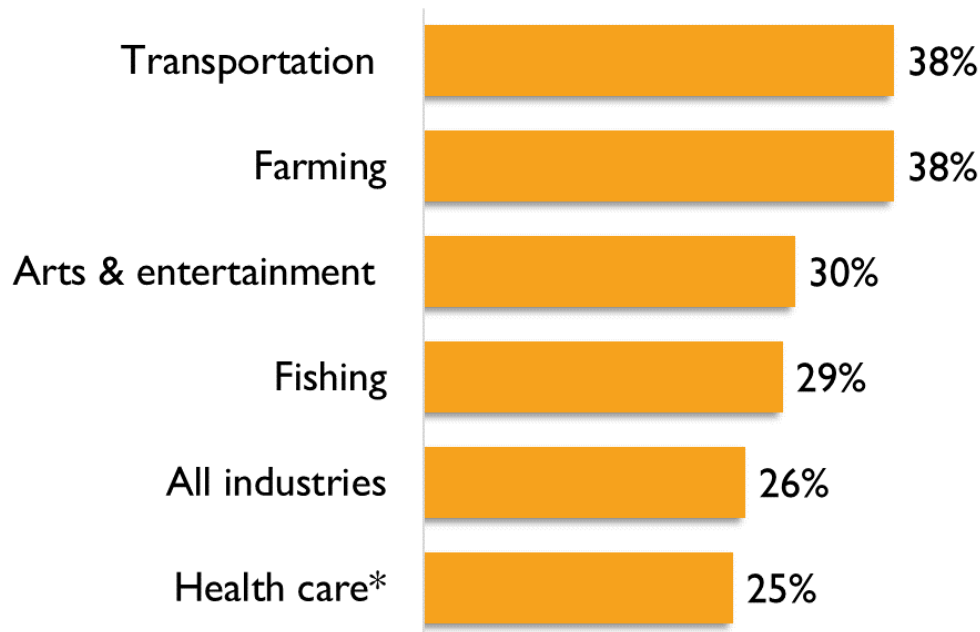


Newcomers to IRSA PEI

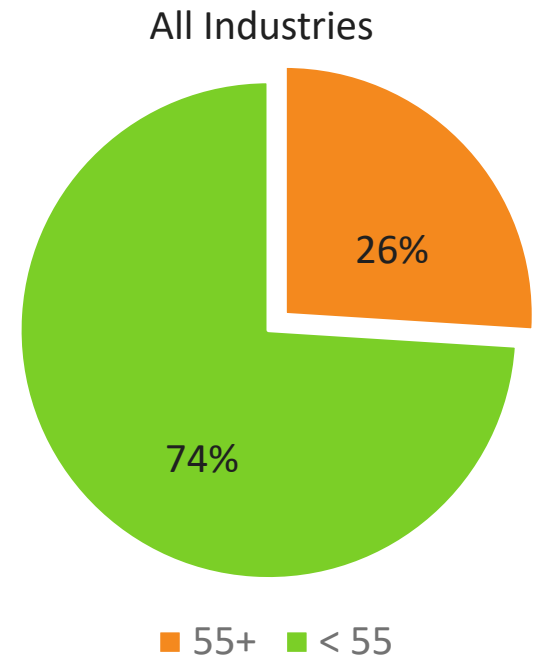
2024:	1,081+
2023:	3,007
2022:	2,043
2021:	1,345
2020:	935
2019:	2,114
2018:	1,814
2017:	2,024
2016:	2,204
2015:	1,347
2014:	1,694
2013:	917
2012:	916
2011:	1,470
2010:	1,841
2009:	1,218
2008:	1,076
2007:	951
2006:	565
2005:	350



Aging Labour Force



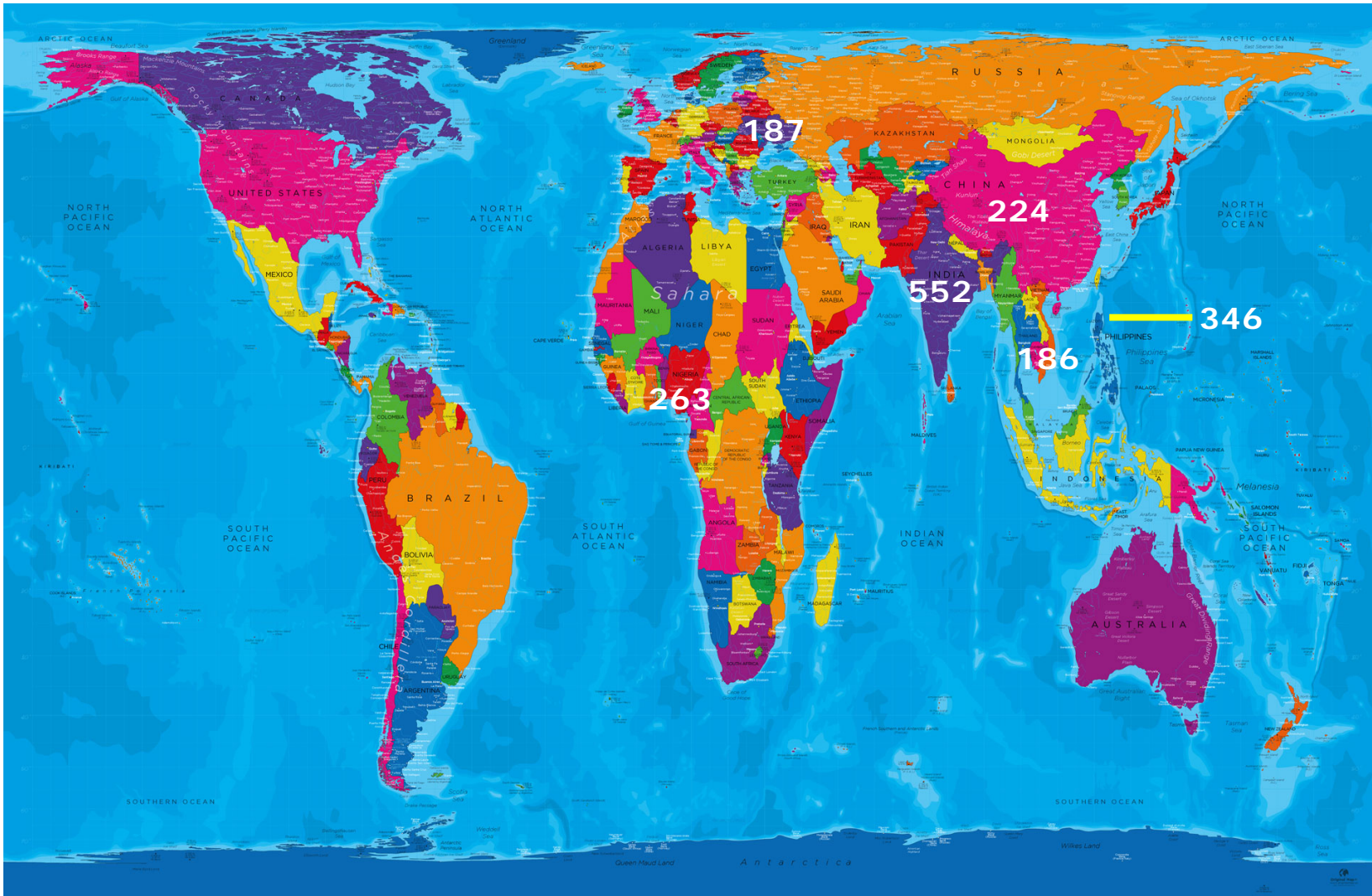
*Includes social assistance.
Source: Statistics Canada 2016 Census



Credit: David Campbell, President, Jupia Consulting
<http://www.jupia.ca/>

'There are over 20,000 workers (26%) aged 55 and older in all industries of PEI's Labour Force'

Top 6 Countries of Origin



In 2023

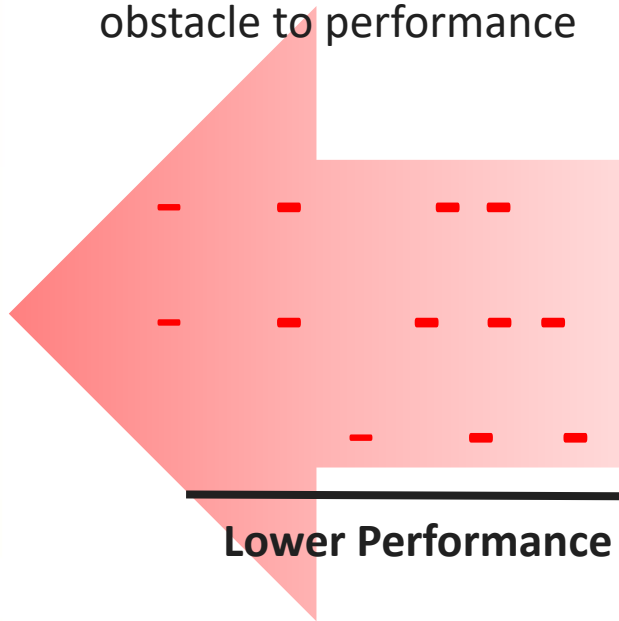
Challenges



Challenges newcomers may face on PEI

Diversity but NO Inclusion

- Community/organization ignores or suppresses individual differences
- Individual differences are an obstacle to performance



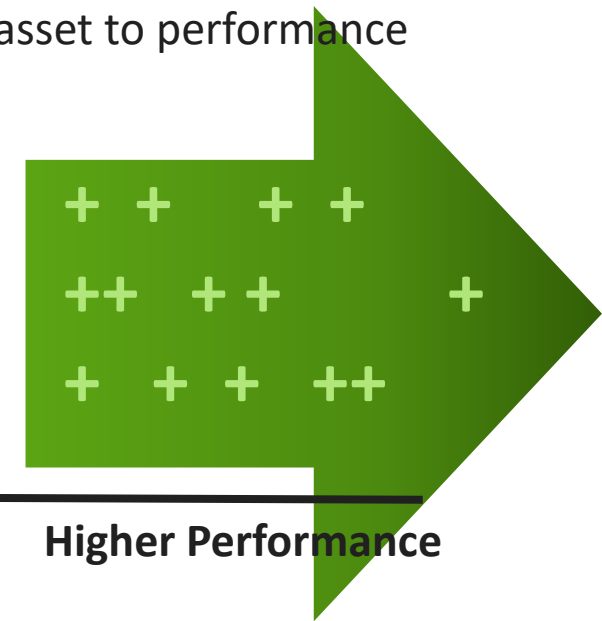
Lower Performance

Homogeneous
Teams

Average
Performance

Diversity AND Inclusion

- Community/organization acknowledges and supports individual differences
- Individual differences are an asset to performance



Higher Performance

Reference: Adler, N. J. International Dimensions of Organizational Behavior, 4th ed. Cincinnati, OH: South-Western, 2002. C. Milton J. Bennett 2008

We need both

Equality vs. Equity

Equality = same inputs

Equity = same outcomes

Equality



Equity



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Suggestions:

- Face the person you are speaking to
- Speak 10-15% more slowly
- Simplify your vocabulary and sentence structure
- Avoid contractions (can't, won't, don't) and enunciate
- Rephrase vs. repeat
- Ask questions that will lead them to give you more information
- State what you understood and what you did not
- Support them to improve their English skills
- Empathize
- They are speaking their native language to decompress
- Be mindful of idioms and colloquialisms

ADAPTABILITY



Modify to suit environment



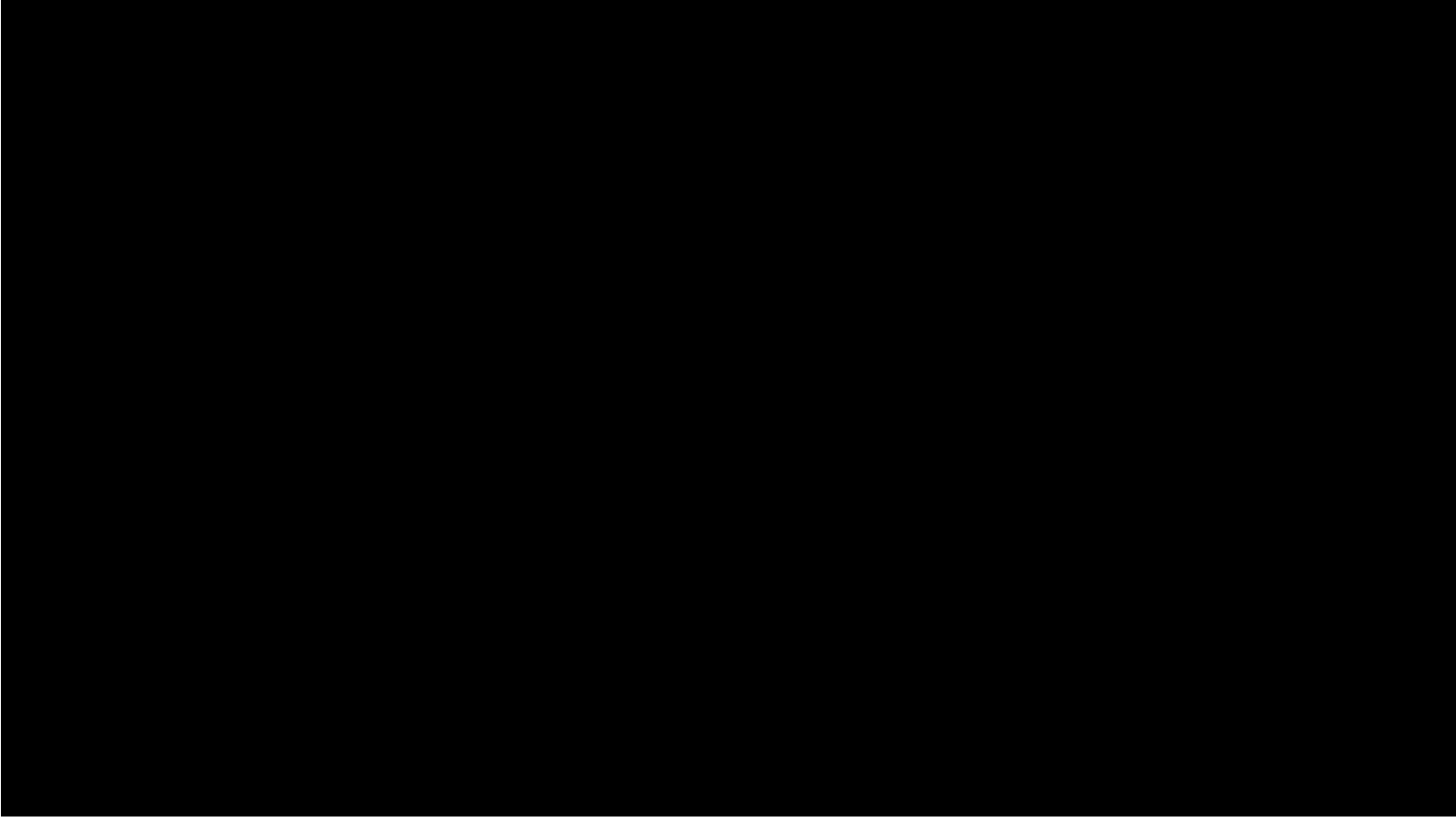
CULTURE



A SYSTEM OF BEHAVIOR
THAT HELPS US ACT IN AN
ACCEPTED OR **FAMILIAR**
WAY

A collective learned way of life

Understanding Local Norms



HSBC Ad



How Flexible is Time?



Monochronic <> Polychronic



Structured time

- Deadlines are important
- Time is material
- See time as controllable
- Likes agendas and to-do lists
- Structure helps to manage time

Flexible time

- Punctuality not that important
- Time is immaterial
- See time as out of our hands
- Time is fluid & can't be controlled
- Structure gets in the way
- Time is to guide, not govern

Hierarchical <> Egalitarian



Distribution of Power

Hierarchy-Egalitarian



Superior <> Subordinate



PM Netherlands



PM Sweden

Hierarchy-Egalitarian

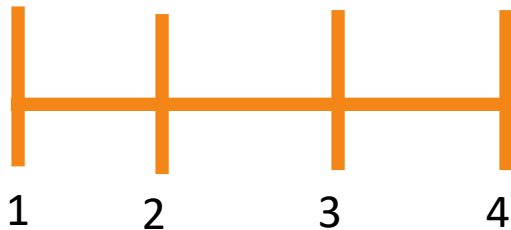


Values driving behavior

Hierarchical-Egalitarian

Egalitarian

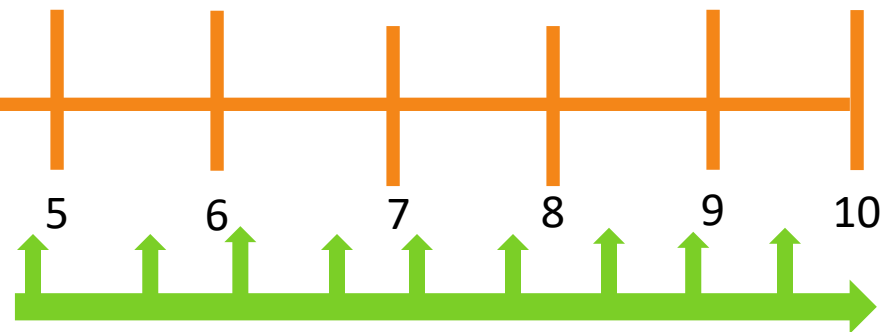
Power is shared and is widely dispersed



Canada

Hierarchical

Inequalities in power and status that are readily accepted



Most countries in the world

- People expect to give their input upward and it will be considered
- Superiors are accessible
- Speak up, question decisions

- People expect to be told what to do and rarely contradict authority
- Superiors are less accessible
- Obedience to decision of powerholder

Source: <https://www.hofstede-insights.com/country-comparison/>

Hierarchy and Authority

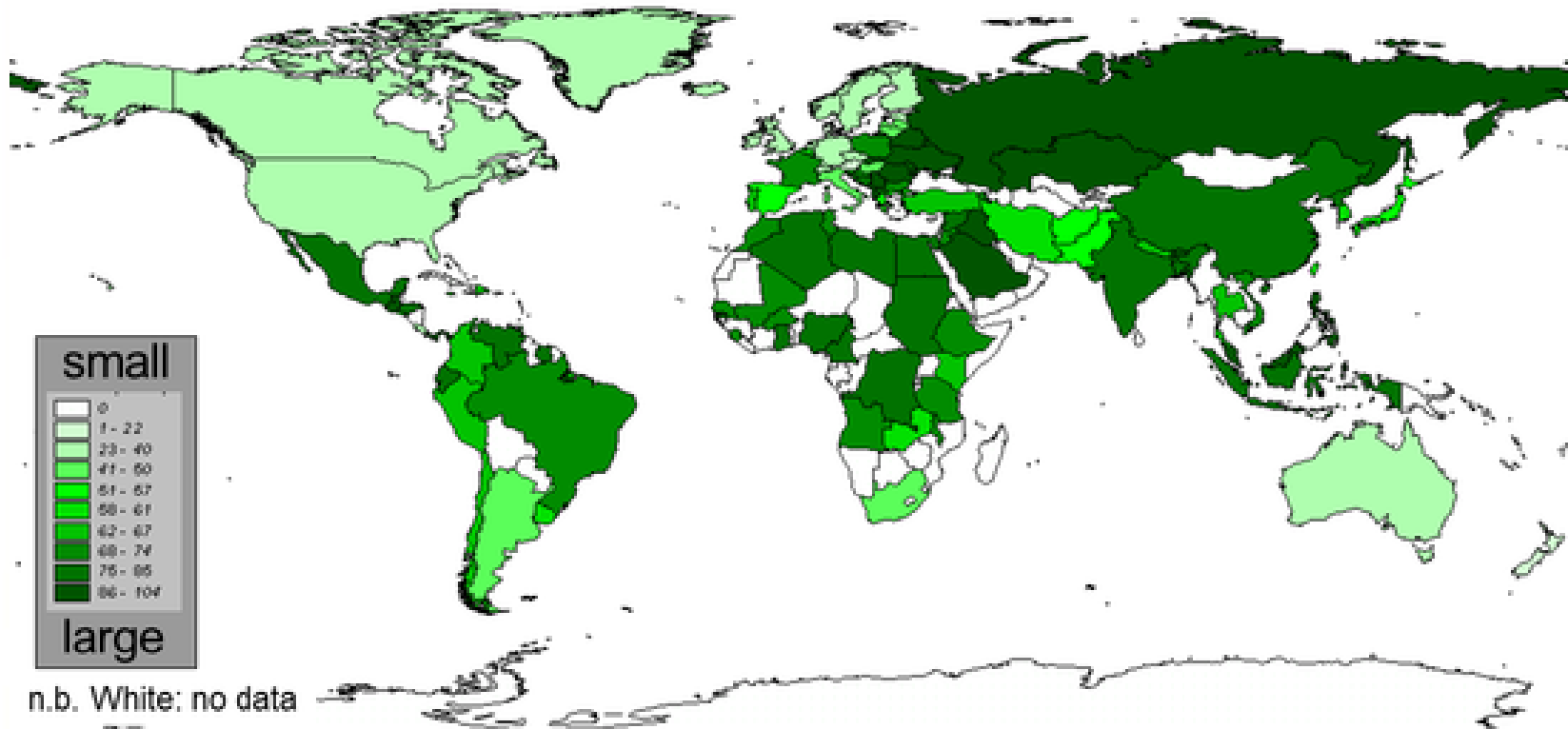


Hierarchy-Egalitarian



Values driving behavior

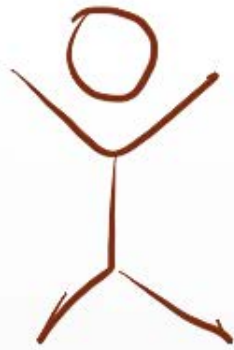
Hierarchy-Egalitarian



Source: <https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

Power Distance World Map

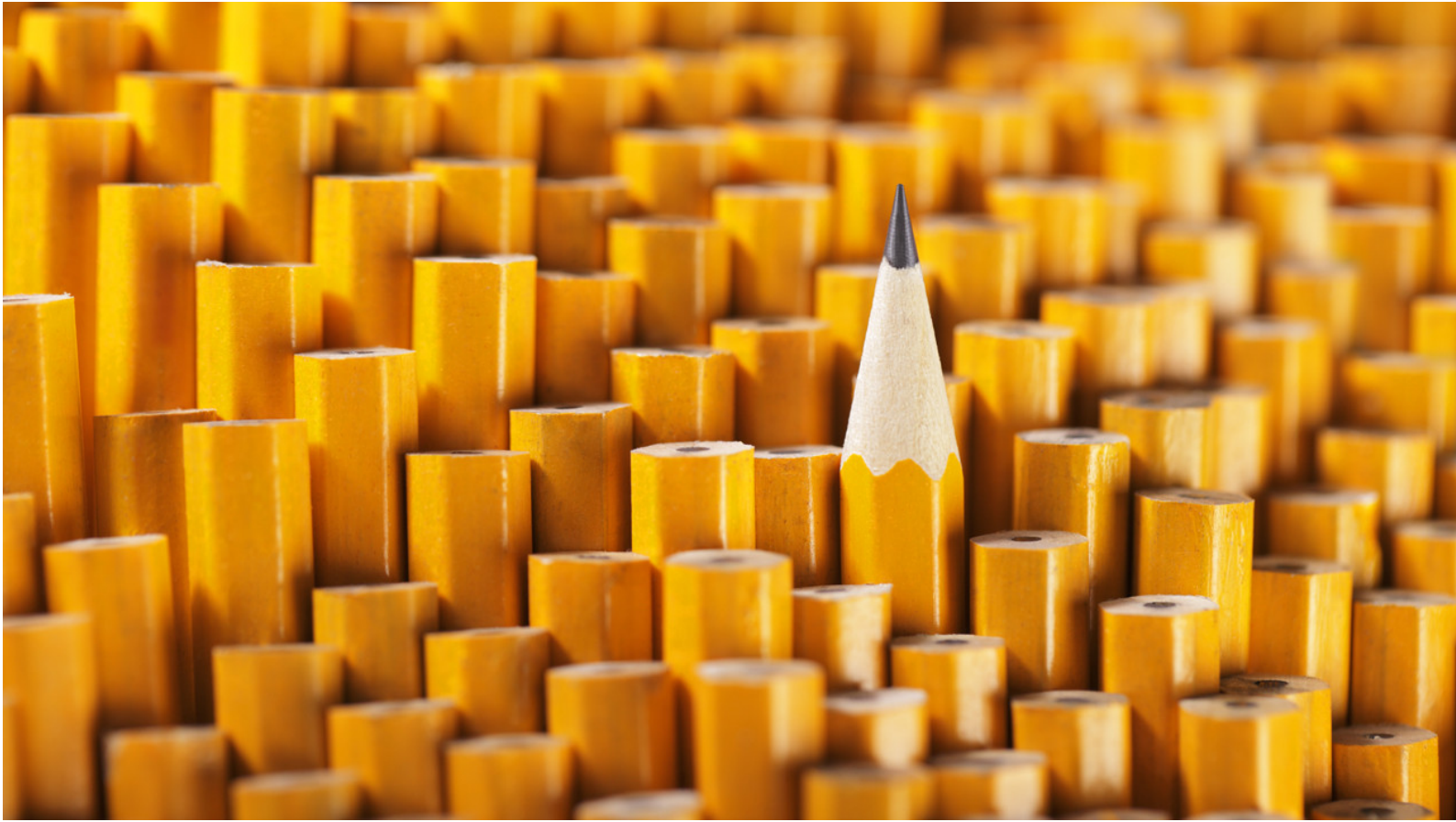
I - Culture



we - Culture



Me <> We



Recognition, Decision Making, Teamwork

Teamwork



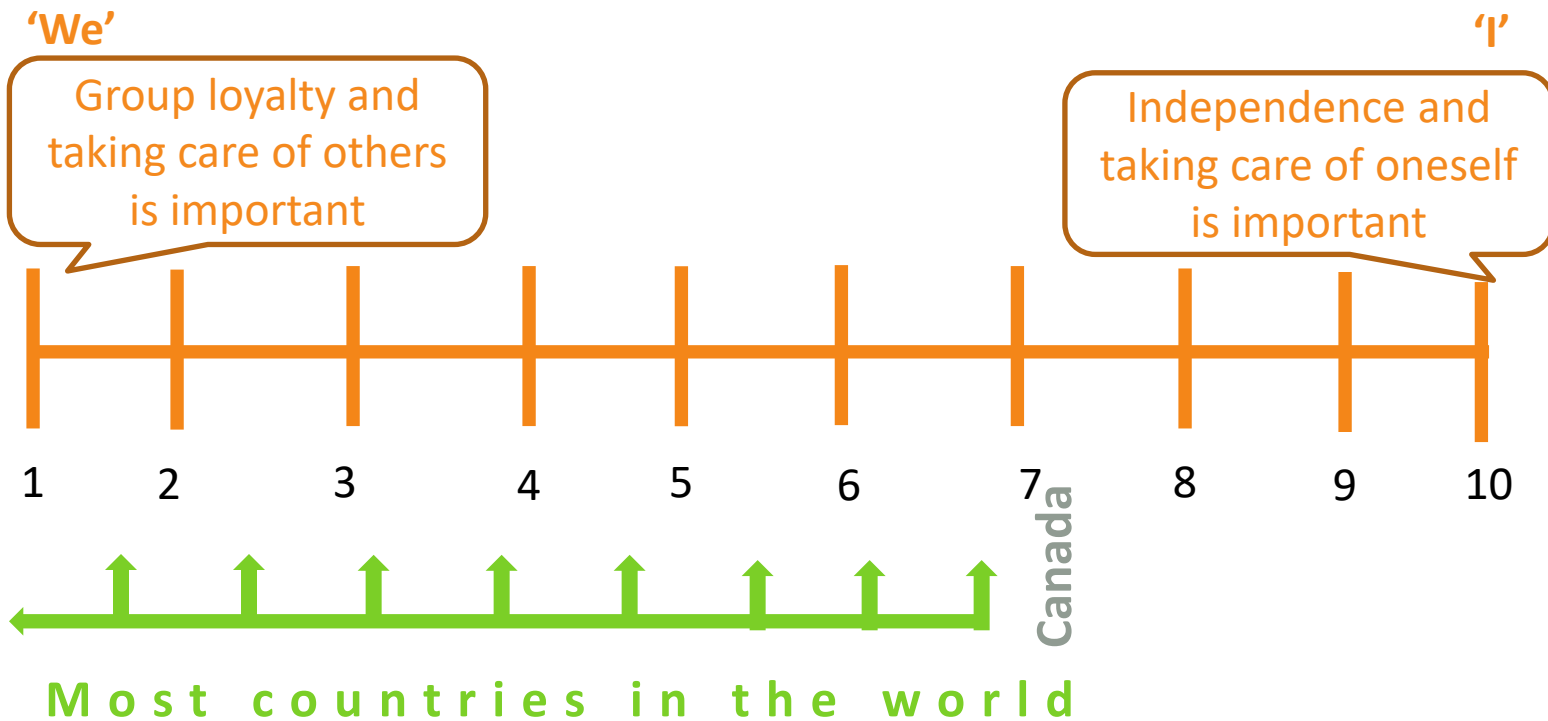
What does teamwork look like?

Decision Making



Who is involved in decision making?

Collectivism - Individualism



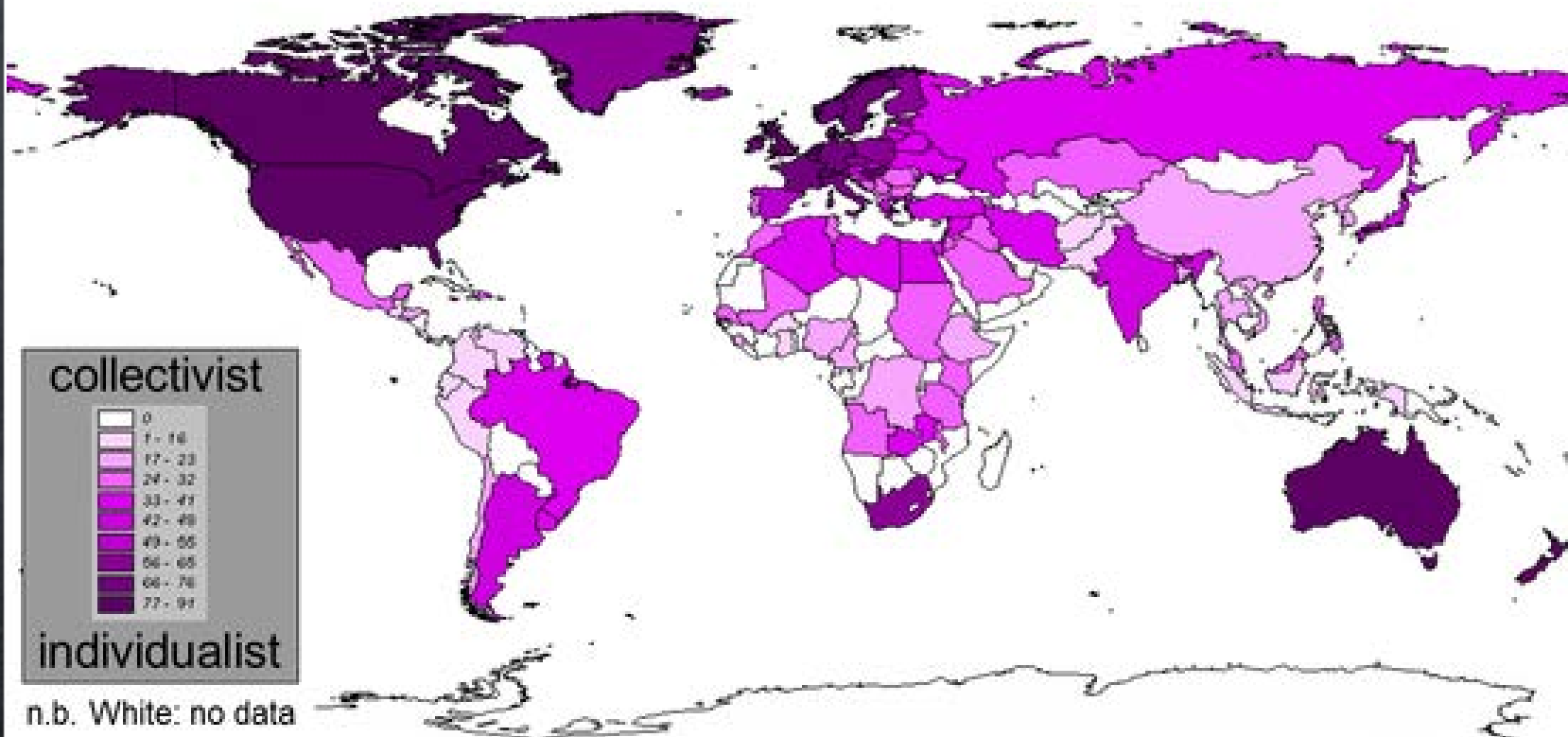
- Relationship Oriented
- Build relationship before getting down to business
- Trust = mutual 'have my back'

- Task Oriented
- Can do business without building relationship
- Trust = results, performance

Source: <https://www.hofstede-insights.com/country-comparison/>

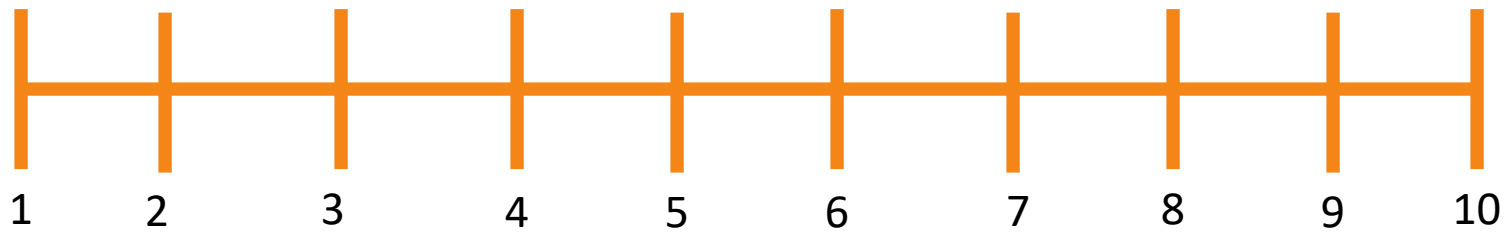
Prioritize the group or the individual?

Individualism - Collectivism



Source: <https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

Culturally Agile

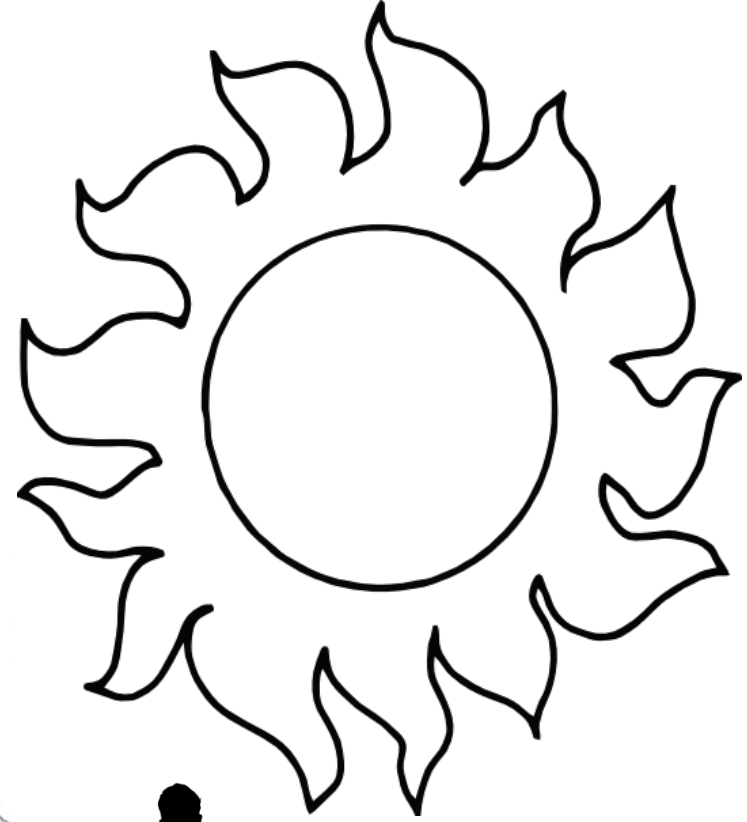
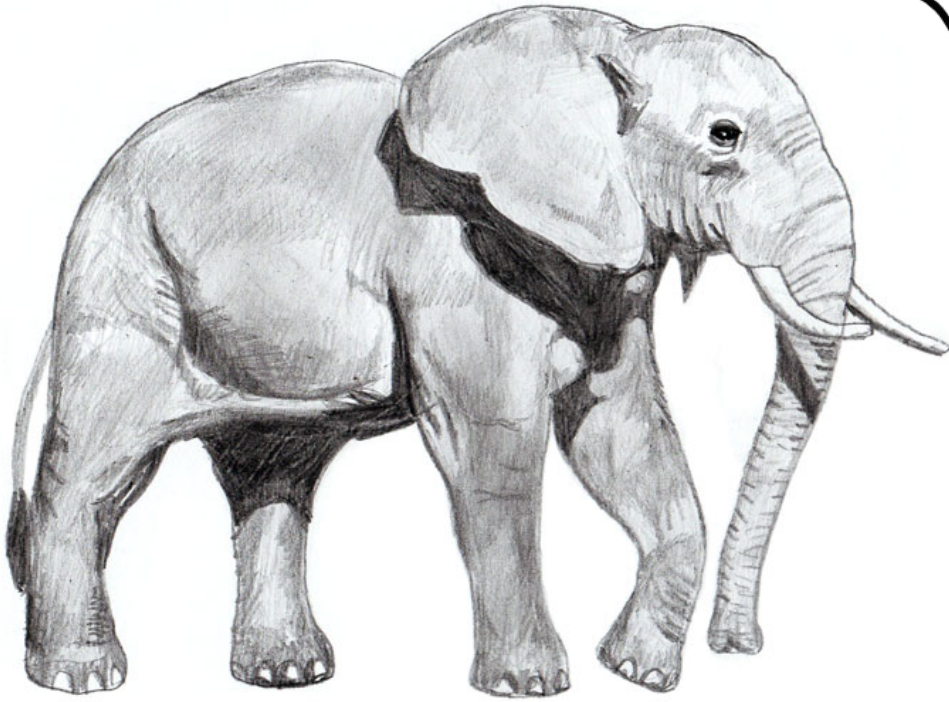


Authentic flexibility



Diversity drives innovation









Strength in Diversity



Cross Cultural Success



Culture shapes how we think

