

4. Creating an inclusive culture

How does an organization keep its good workers?

Some employers worry that they may invest in hiring and training newcomers, only to have them leave for another job. In truth, that loss of talent is possible for all employees, and many of the same strategies that work for other employees, help with retention of global talent.

Training and Development

Does your company provide training and development opportunities to people at all levels? Are newcomers encouraged to take advantage of training opportunities? Are in-house training programs designed in a way to appeal to newcomers and allow them to be successful?

Company Leadership

Does company management respect the skills and efforts of all its employees?

Company Culture

Is there a 'feel' to your company that makes it welcoming, not only to customers, but to those who work there? Is there a sense of teamwork that crosses departments and cultures?

Work-Life Balance

Is there an understanding that people with balanced lives often do the best work? Is there flexibility that allows people to meet family and other obligations without putting their job at risk?

Compensation and Benefits

Is there a good understanding of what motivates your company's employees? Are employees consulted about their personal compensation/benefit goals?

Workplace Diversity

Has your company examined recruiting efforts and procedures to ensure they target a broad range of applicants? Do your recruiters represent a broad cross section of the community? Is age, race and gender diversity apparent to those who visit or tour your company?

Remember, when "underemployed" newcomers prove their capabilities, they deserve to be given the opportunity for promotion when jobs are open. If they are compensated equally and fairly, they will likely stay.

Investing in employee satisfaction brings rewards, not just in retention of global talent, but of all employees. This will become increasingly important as the workforce shortage in the London region escalates and competition increases to attract and retain talent.

Good Advice

The Ontario Chapter of the Canadian Manufacturers and Exporters (CME) offers good advice in their document, *Take a Look at What's Working: Internationally Trained Workers in Canada* at www.cme-mec.ca/shared/upload/on/reference_piece.pdf.



Maria Guiomar Cabra and Edgar Marquez, Law Clerks, and Mark Lerner, Partner at Lerner's

Recruiting in Interesting Places

Lerner's

A restaurant may seem an unusual place for a lawyer to be recruiting for his firm, but Mark Lerner knows a good thing when he sees it.

Mark met Edgar Marquez, a lawyer from Colombia who was waiting tables to help pay his bills. Edgar's wife, Maria Guiomar Cabra was also a lawyer, and Mark was so impressed with their story, he worked with partner Matt Duffy to help secure training positions for the couple with Lerner's.

Edgar, Guiomar and their young son came to Canada via the United States as refugees. In Colombia, the family, riding in a car one day, were stopped and threatened with death by guerillas who opposed their involvement in an organization working with the poor of their community. Leaving their country meant leaving their home, their money, their family and friends.

After coming to London, both found jobs to pay the bills – Guiomar as a retail clerk, and the restaurant job for Edgar.

"There have been days in our journey when we thought, 'We are safe, we are alive – that is all that is important', but we also want to work in law and build a new life for our family," says Guiomar.

Edgar agrees, "Every day we are thinking how lucky we are to be given the chance to work in this company. We have been given the opportunity to show what we can do."

Kim Bean, Executive Director of Human Resources at Lerner's says "Edgar and Guiomar are wonderful people who have developed the respect and friendship of their coworkers. They are good at their work as law clerks, and they are eager to learn and take on greater responsibility. They've also both been working hard to strengthen their language and communications skills. It's been a learning experience for us too."