

EMPLOYER SUPPORT SERVICES: WORKPLACE CULTURE PROGRAM

Workplace Culture Program

Program objectives for organizations and employees:

- Improved ability to hire, retain, and promote immigrant employees
- Increased understanding of the benefits of international experience and intercultural skills
- Greater intercultural competence and skills, in leadership and across all staff

Workplace Culture Program

What?

**Intercultural Employer
Development**

Who?

Nova Scotia Employers

Where?

Across Nova Scotia

How?

On-Site and Online

Workplace Culture Program: Conceptual Framework

All materials and all interactions build on this foundation:

- Equity, Diversity, Inclusion, Wellness, and Anti-Racism
- Immigration Awareness: Past, Present, and Future
- The Legacy and Inheritance of Nova Scotian and Canadian History
- The Opportunity for Multi-Cultural Business Opportunities
- Skill Development with Intercultural Competencies

Workplace Culture Program: Pathway



Workplace Culture Program: What We Offer

Presentations

- Workplace Culture Program Overview
- Intercultural Competence 101
- Overcoming Barriers to Hiring and Retention

For

- | All Staff
- | All Staff
- | All Staff

Livestream Webinars

- Benefits of a Diverse Workplace Culture
- Leveraging your Workplace Culture

For

- | All Staff
- | Management

Workplace Culture Program: What We Offer

Discussion Sessions

- Workplace Culture and Immigrant Newcomers (WIN)
- Overcoming Barriers to Hiring and Retention (OBHR)
- Workplace Culture, COVID-19, and the Future (WCF)
- Intercultural Competencies and Organizational Planning (ICOP)

For

- | All Staff
- | Management
- | Management
- | Senior leadership

Prerequisites to Discussion Sessions

- Benefits of a Diverse Workplace
- Leveraging your Workplace Culture

- | All Sessions
- | ICOP Session

Workplace Culture Program: What We Offer

Workshops: On-Site and Online

- Building an Intercultural Workplace
- Intercultural Conflict Resolution
- Making your Workplace Welcoming
- Intercultural Leadership Excellence

For

- | All staff
- | All staff
- | Management
- | Management

Workplace Culture Assessments

- Personal / Individual
- Organizational

For

- | Staff Focus Groups
- | Management

Workplace Culture Program: What We Offer

Assessments: Our coordinator helps you determine where you want to be

Individual Assessments

- Focus group, pre-selected
- Individual focus
- 45 Minutes to complete and debrief
- Anonymized Results
- Organizational input

Organizational Assessments

- Key decision-makers
- 90 minutes to complete and debrief
- Coordinator provides on-site expertise
- Key organizational development topics
- Foundation for actions, priorities, timelines and outcomes

Workplace Culture Program: Employer Partners

Inside HRM

- Dalhousie University: Facilities Management
- Casino Nova Scotia
- Lord Nelson Hotel
- NS Department of Justice
- Admiral Insurance
- Canadian Coast Guard
- Halifax Partnership
- Opportunity Place

Outside HRM

- A. F. Theriault – Meteghan River
- Shannex – Truro
- Grand View Manor – Berwick
- Harbour View Haven – Lunenburg
- Community Sector Council – Bridgewater
- Canadian Manufacturers & Exporters – Province-wide
- Nova Scotia Health Authority Community Board – Western Zone

Workplace Culture Program: A Case Study

Dalhousie University: Facilities Management

Impact of Discussion Sessions over two years, across 210 staff and managers:

- 1) Resolution of numerous outstanding issues
- 2) Elimination of Human Rights complaints
- 3) Increase in respectful behaviours and compassionate responses
- 4) Team leaders feel more supported by senior management
- 5) Faster organizational responses to episodes of discrimination and intolerance
- 6) “Team change” transitions to “Department change”
- 7) Improvement of hiring, retention, and internal promotion over entire workforce

Organizational Impacts of COVID-19

- Communications
- Marketing
- Customer / client desires and expectations
- Services and products
- HR / People and Culture
- IT infrastructure and support
- Revenue / funding
- Distribution networks
- Strategy, planning, and pivoting
- Review of vision and mission
- Cultural shift and new norms
- Expanded guidance for service delivery
- Flattening of the hierarchy
- Role of kindness, compassion, and inclusion
- Recognizing and addressing systemic racism
- Addressing affinity and confirmation biases

Bottom Line: Employees have the right to expect leadership and guidance.

Personal Impacts of COVID-19

- Regular interpersonal and social networks are disrupted or collapsed
- Mental and physical health challenges
- Family violence, trauma, and addiction issues
- Most families must re-balance overlapping, high priorities (such as work and school)
- Care responsibilities: in-home or by distance
- If working at home: where and how to work
- Financial insecurities: short and long term
- How and where to shop (for food, etc.)
- Limited or suspended government services
- Racial, religious, region of origin, linguistic, and other: harassment, discrimination, and fear
- Existing challenges are exacerbated

Bottom Line: Employers must expand inclusion to the personal realm to ensure organizational capacity.

Resources!

Change Your Perspective

[Desmond Cole – The Skin We’re In](#)

[Mayor Savage on Anti-Black Racism](#)

[Chimimanda Adichie: The Danger of a Single Story](#)

[Biases and “Blind Spots”](#)

[CBC – Pivoting Businesses](#)

“The problem with stereotypes is not that they are wrong; it’s that they are incomplete.”

“90% of our decisions are subconscious”

The more privilege you have, the more “justice for others” sounds like oppression to you.

“It's a good time for us all to be kind and thoughtful of the people around us”

Paul Pickering, Coordinator, Workplace Culture
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Thank you!