



# BUILDING MIGRANT RESILIENCE IN CITIES/IMMIGRATION ET RÉSILIENCE EN MILIEU URBAIN

## REQUEST FOR PARTICIPATION

### **Role of local small and medium enterprises (SMEs) in building Migrant Resilience**

**Help us understand human resources management (HRM) practices in managing and integrating newcomer workers across SMEs in four sectors: Manufacturing; Professional, scientific and technical services; Health care and social assistance; and Retail trade.**

**Immigrants make important contributions to Canada's labour force. To this end, much depends on small and medium size businesses, which are crucial in providing newcomers with opportunities. We know relatively little about the strategies and priorities of employers with respect to newcomers.**

#### **Purpose of this study**

- Understand the practices and challenges faced by SMEs that hire immigrants.
- Interview HR professionals and hiring managers about their recruitment, development and retention strategies.
- Develop pragmatic strategies that will be used by SMEs in many different sectors. The Covid-19 pandemic has been a major disruption. We are especially interested in understanding how this crisis has affected immigrant hiring and diversity management.

#### **This study will:**

- Examine hiring trends in industrial sectors in which immigrants find employment in Ontario and Québec metropolitan areas.
- Identify HR practices for hiring, training, and retaining immigrant workers across SMEs.
- Investigate sector-specific practices that help reduce turnover. What practices are successful? Which practices make a difference in managing diversity?
- Evaluate the HR challenges of enterprises in your sector. How have SMEs managed HR during the pandemic?
- Inform discussions with governments about training and employment needs. What works in ensuring a supply of qualified immigrant workers for your business?

#### **The research findings will be disseminated through**

- A short executive report that reflects the input and comments of participating SMEs.
- Plain-language summaries targeting HR professionals, hiring managers, and other SME executives, as well as municipal, provincial and federal policymakers.
- Individual company presentations/ workshops.

**If you are interested in participating in this study, contact Dr. Zikic or Dr. Ray for more information at**

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**(Please include *Role of local SMEs in building Migrant Resilience* in the subject line.)**

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