



CANADIAN AGRICULTURAL
HUMAN RESOURCE COUNCIL

CONSEIL CANADIEN POUR LES
RESSOURCES HUMAINES EN AGRICULTURE

CAHRC-CCRHA

REPORT:
OPTIONS AND OPPORTUNITIES FOR ATTRACTING NON-TRADITIONAL
WORKERS TO THE AGRICULTURAL INDUSTRY

Brought to you by:
Canadian Ag HR Council





Table of Contents

Section	Section Title	Page
	Executive Summary	1
1.0	Introduction	1
2.0	Methodology	1
3.0	Industry Validation of Options for Addressing Employment Barriers: Summary of Focus Group Findings	4
4.0	Summary of Options and Opportunities	12
5.0	Recommendation of One Under-represented Group for Further Investigation	13
6.0	Industry Focus Groups Participant List	15
7.0	Appendices	17
	A Recommendations Report for Under-Represented Groups	17
	B Summary Report from Interviews and Focus Groups	61
	C Focus Group Guides	78



Executive Summary

The Canadian Agricultural Human Resource Council (CAHRC) has contracted The Competency Group to investigate opportunities and barriers to participation among three traditionally under-represented populations in the agricultural workforce: Aboriginal people, Immigrants, and Persons with Disabilities.

Through conducting several phases of primary and secondary research activities, barriers to employment and strategies to address the barriers to employment will be identified and validated with employment services agencies, industry, the Addressing Barriers Working Group, and the project Advisory Committee. Resulting from this focused research and analysis, one group will be selected for participation in a pilot project with the CAHRC in the hopes of increasing their representation in the agricultural workforce.

This final report – *Options and Opportunities for Attracting Non-traditional Workers to the Agricultural Industry* – will:

- summarize the validation focus group findings including options and opportunities for addressing the identified barriers;
- identify the criteria that will be used to select one under-represented group for further analysis; and
- provide the recommendation that was given by the Addressing Barriers Working Group.

The appendices of this final report will also include reports previously submitted for this project.

1.0 Introduction

The Canadian Agricultural Human Resource Council (CAHRC) is a national not-for-profit organization that focuses on addressing human resource-related issues in agricultural businesses across Canada. One major issue effecting Canadian agricultural businesses is a shortage of human resources.

In an effort to address the human resource challenges faced by Canadian agricultural producers, the CAHRC has undertaken a project to investigate barriers to employment and opportunities to increase the participation of employment among groups in the Canadian population that have been traditionally under-represented in the agricultural workforce. The project involves several phases including identification of under-represented groups in agriculture, an environmental scan of existing information on labour force development, the selection of three under-represented groups for further investigation, an investigation into the barriers to employment among these three groups through interviews and focus groups, validation of research findings with industry, and a recommendation to conduct an in-depth investigation with representatives of one of these groups. As a result of this project, the CAHRC will move forward with a pilot project to provide labour market supports for one group under-represented in the agricultural workforce.

2.0 Methodology

To identify the options and opportunities for attracting non-traditional workers to the agricultural industry, the consulting team conducted several phases of activities. These included:

- Researching publicly available data to determine characteristics of under-represented groups in the agricultural workforce;



- Conducting an environmental scan of existing programs and services, including support and training programs to assist individuals to enter or re-enter the workforce;
- Conducting interviews with organizations directly involved in labour force development among under-represented groups to identify barriers to employment;
- Selecting three groups for further investigation;
- Identifying barriers to employment and options for addressing the barriers for the three under-represented groups;
- Validating the options for addressing barriers with industry representatives; and
- Selecting one group for further investigation and participation in a pilot project.

Identification of Characteristics of Under-represented Groups in the Agriculture Workforce

To identify the characteristics of under-represented groups in the agricultural workforce, the consulting team first conducted online research to identify the characteristics of the Canadian agricultural workforce. A review of the findings led to the identification of five under-represented groups: Aboriginal people, Immigrants, Older Workers, Persons with Disabilities, and Youth. With the five groups identified, the team conducted additional research into the characteristics of each of those groups. A summary of the findings can be found in Appendix A - *Recommendations Report for Under-Represented Groups (November, 2014)*.

Environmental Scan of Existing Programs and Services

An environmental scan of existing programs and services was conducted to identify organizations that assist individuals to enter or re-enter the workforce. The environmental scan identified that many employment support programs and services are available across Canada. There are many programs and services that target specific population groups (e.g., Immigrant-specific, youth-specific, Aboriginal-specific) as well as many programs and services that provide employment counselling to the broader population. A summary of the programs and services is presented in Appendix A - *Recommendations Report for Under-Represented Groups (November, 2014)*.

Identification of Barriers to Employment for Under-Represented Groups

The consulting team conducted fifteen interviews with employment services agencies across Canada to identify barriers to employment in the agricultural industry and to identify suggestions on how the agricultural industry can raise awareness about the job and career options available across the sector. A summary of the barriers and suggestions for awareness change can be found in Appendix A - *Recommendations Report for Under-Represented Groups (November, 2014)*.

Selection of Three Under-represented Groups for Further Investigation

The research findings from the previous three phases of activities were summarized in a recommendations report (see Appendix A). This report was presented to the Addressing Barriers Working Group during an in-person meeting in Calgary (Alberta) in October, 2014. At this meeting, selection criteria were applied to the report findings to identify three groups for further analysis. The criteria used to select three groups for further investigation are as follows:

1. The population has a high unemployment rate and/or lower share of participation in the Canadian workforce.
2. The population has or can learn the employment skills required for the job with appropriate accommodations, when needed.
3. Program and service providers are willing to support CAHRC with marketing agricultural employment and access to the population.



The consulting team facilitated a process in which the Addressing Barriers Working Group utilized the agreed-upon selection criteria to identify three under-represented groups for further investigation. The selected groups (in no particular order) are:

1. Aboriginal People
2. Immigrants
3. Persons with Disabilities

The research findings and recommended under-represented groups for further investigation were presented to the Project Advisory Committee for approval during an in-person meeting in Winnipeg (Manitoba) in November, 2014. The Project Advisory Committee accepted the recommendations of the Addressing Barriers Working Group.

Identification of Barriers to Employment and Options for Addressing Barriers to Employment for Three Under-represented Groups

To identify the barriers to employment for the three under-represented groups, the consulting team conducted sixteen one-on-one interviews and three web focus groups with employment services agencies from across Canada. At least five interviews were conducted with representatives that work with each of the three under-represented groups.

Following the completion of the individual interviews, three web focus groups were conducted with representatives of employment services agencies that provide services to each of the under-represented groups. One web focus group was conducted for each under-represented group. The goals of the web focus groups were to validate the interview findings and identify strategies to address the barriers which were outlined. A summary of barriers to employment and options for addressing the barriers can be found in Appendix B - *Summary Report from Interviews and Focus Groups (January, 2015)*. It is important to note that while this report reflects what was heard during the interviews and focus groups, a larger number of people may need to be consulted in the future to gain a clearer understanding of the broader context for the three under-represented groups.

Industry Validation of Options for Addressing Employment Barriers

The previous phases of research focused on gaining the insights of employment services agencies regarding barriers to employment and recommendations for addressing them. Representatives of the agencies described their extensive experiences assisting their clientele to find employment. In most cases, the interviewees and focus group participants had limited success placing their clients within agricultural settings. Hence, their suggestions for how the agriculture sector could address employment barriers for their clients were offered based on their experience in other sectors. The consulting team identified a need to provide industry with the opportunity to validate the suggestions offered by the employment services agencies. Six in-person focus groups were conducted across Canada to gain the industry's perspective on overcoming barriers to employment for the three under-represented groups.

A summary of the findings of the industry validation focus groups is presented in Section 3 below.

Selection of One Group for Further Analysis

The research findings from the validation focus groups were presented to the Addressing Barriers Working Group and the Project Advisory Committee for review and feedback during in-person meetings on March 24 & 25, 2015 in Ottawa, Ontario.



Selection criteria were developed to identify one group for further analysis and participation in a pilot project with the Canadian Agricultural Human Resource Council. The selection criteria are as follows:

1. There is an ample supply of people within the under-represented group.
2. The people within the under-represented group have capabilities suitable for work in agriculture.
3. Agricultural producers are supportive of working with the under-represented group for a pilot project.
4. There are programs in place that can be leveraged that support employment of the under-represented group.

The Addressing Barriers Working Group approved the criteria presented; however, they felt they did not have enough information about the pilot project itself to make an informed decision. As a result, the CAHRC asked the consultants to develop complete plans for three pilot projects - one for each group. Following the development of these pilot project plans, one group will be selected to participate in a pilot project with the CAHRC. The two remaining groups will have developed plans that may be implemented providing additional funding becomes available.

3.0 Industry Validation of Options for Addressing Employment Barriers: Summary of Focus Group Findings

Six in-person focus groups were conducted with industry representatives across Canada to validate the barriers to employment and possible solutions identified for three under-represented groups. The Advisory Committee and provincial agricultural associations assisted the project team to identify prospective farmers and representatives of associations and organizations that represent the interests of farmers to attend the focus groups. A total of 43 individuals participated in the validation focus groups.

The six in-person focus groups were held in:

- Charlottetown, Prince Edward Island (Feb. 18, 2015)
- Edmonton, Alberta (Feb. 18, 2015)
- Guelph, Ontario (Mar. 3, 2015)
- Kentville, Nova Scotia (Mar. 4, 2015)
- Regina, Saskatchewan (Mar. 13, 2015)
- Ottawa, Ontario (Mar. 24, 2015)

The consulting team utilized the findings of consultations with employment services agencies regarding barriers to employment and recommendations for overcoming them to develop a focus group guide. The focus group guide can be found in Appendix C.

The facilitator opened each focus group with a review of the goals of the project and an overview of project activities. Participants were then asked to share their experiences in finding or retaining workers. Next, the facilitator asked participants to provide their feedback about the barriers to employment and strategies to overcome those barriers that were provided by employment services agencies. Industry representatives were asked to contribute their perspectives on the identified barriers as well as the feasibility of the suggested solutions to address each barrier.



The following section presents summaries of the in-person focus groups organized under five headings: Finding and Keeping Employees; Barriers to Employment for Immigrant Workers and Suggestions for Addressing the Barriers; Barriers to Employment for Persons with Disabilities and Suggestions for Addressing the Barriers; Barriers to Employment for Aboriginal people and Suggestions for Addressing the Barriers; and, General Comments and Suggestions.

Finding and Keeping Employees

To begin each focus group, the consultant asked participants about their experience in finding and keeping workers for their operation. The majority of participants expressed concern about their ability to find Canadian workers. The majority of focus groups participants are using the Temporary Foreign Worker (TFW) program or the Seasonal Agricultural Workers Program (SAWP) to staff their operations. Some participants stated that finding workers was not as difficult as keeping workers, or having workers return for a second term after seasonal employment had ended.

FINDING EMPLOYEES

All participants expressed concerns about finding employees for their farms. Across all six in-person focus groups, the consultants repeatedly heard the phrase, 'critical labour shortages.' Participants said they would be open to hiring Canadian workers but cannot find enough to staff their operations. The participants in attendance hire from one person to several hundred employees each year. Many participants stated that finding workers is a continuous struggle, especially for seasonal employment positions.

Participants stated that farm labourer positions are not the only positions that are difficult to fill. Several participants said they also have difficulty finding skilled and talented people interested in middle-management roles. Truck drivers (Class 3) and general machinery operators were also identified as common groups of employees that are hard to source.

The majority of participants indicated that they need people that are willing, ready, interested, and able to work. One participant commented, "I don't care where they're from. I care that they are motivated to work and will show up every day, on time." Many participants shared that, in their experience, the Canadian labour force is not interested in working long, 12+ hour days or in performing the prolonged labour-intensive activities that are required on their farms. One participant expanded upon this point by saying, "While I don't usually have a problem finding local workers, it is difficult to find workers that are motivated and can do the work efficiently."

Off-shore Labour

Although the Canadian agriculture and agri-food industry prefers to hire domestic workers, in some cases, they must turn to various human resource programs to hire temporary foreign workers to fulfill their human resource needs. These include the various programs and streams of the Temporary Foreign Worker program (TFWP) administered by Employment and Skills Development Canada (ESDC) and Citizenship and Immigration Canada (CIC) which include the Seasonal Agricultural Worker Program (SAWP), the Agricultural Stream, and the Streams for Lower-Skilled and Higher-Skilled Occupations for primary agricultural occupations and non-primary agricultural occupations.¹

¹ Labour Task Force, *Addressing Labour Shortages In The Agriculture & Agri-Food Industry Through A National Labour Action Plan*. 2013. Print.



The overwhelming majority of focus group participants use the Temporary Foreign Worker program or the Seasonal Agricultural Workers Program to find employees for their operations. Participants stated they had exhausted the local labour market in their regions and had to resort to sourcing off-shore labour to fill the positions in their operations. Focus group participants identified the Philippines, Ukraine, Mexico, Indonesia, Columbia, Honduras, the Caribbean and Jamaica as some of the countries where they have sourced workers. Generally, participants are very pleased with the work ethic of these workers and often employ the same worker(s) for as long as allowable through the programs.

Participants said that changes to the SAWP or TFWP are always concerning. Given their dependency on these programs to find employees, employers indicated that the possibility of having the programs changed or eliminated is very worrisome. An illustration of the reliance on the TFWP was aptly expressed by one participant who commented that if he were told that the TFWP was cut, he would plow his fields under. Another participant said he was quite certain that if this program [TFWP] was shut down, the majority of farm operations across Canada would be shut down with it. One other participant stated that, "We simply cannot find local workers to do the work or when we do, they aren't productive or reliable." Another focus group participant provided a tangible comparison of his Canadian workers and his Mexican (SAWP) workers:

"Over one period during our berry harvest, the 22 Canadian workers made \$7,900 in wages between them whereas the 22 Mexican workers grossed \$17,000. These were workers that worked side-by-side, worked the same number of hours, and had the same opportunities to make money. The Mexican workers were there to work (partly because they are sending money back home, I suppose). The Canadian workers were not. Without our off-shore workers, we'd be out of business."

KEEPING EMPLOYEES

Focus group participants said that keeping employees is often more difficult than finding employees, and that new hires are particularly difficult to retain. One extreme example was given by a participant of the Prince Edward Island focus group: "We had a 45-day harvest for one of our crops last year. I hired three new people every single day during that harvest. At the end of the month-and-a-half, there might have been two new hires that remained on the job and I doubt I'll see them next year."

Participants provided similar examples in each of the six focus groups. All participants expressed difficulty in keeping employees despite offering a multitude of options (e.g., cash payment, bonus pay, use of farm capital assets for personal use [e.g., vehicles, welders, garages], co-signing of personal loans, and banking of over-time hours to extend term of employment).

Participants expressed deep concerns related to keeping part-time employees, particularly seasonal employees. They indicated that seasonal employees that rely on employment insurance (EI) benefits often feel harassed for being seasonally employed. They are sometimes expected to participate in 'back to work training' or 'skills enhancement workshops' despite having an ongoing seasonal job. To retain seasonal employees, some employers try to partner with employers from other industries in an effort to share workers. For example, depending on the crop being grown, a worker might be employed by one farm for the harvest before shifting to another employer in another sector (e.g., fishery, forestry), or another farm whose season differs because of the crop or product being raised. Some producers have also tried to extend their seasons by 'ramping up' early or creating industry opportunities (e.g., making the boxes that strawberries are sold in) to prevent a shut down or layoff situation. Several participants said they pay key employees year-round despite not having year-round work for fear of losing them to another sector or industry. Producers felt that the value of seasonal industries is



not recognized in some areas of Canada, and until that changes, farmers will continue to struggle and continue to have difficulty in finding workers.

Many participants said they have a 'core crew' of workers that they consider to be essentially irreplaceable, some that have been employed with the same farm for upwards of fifty years. Succession planning is a major concern for employers, especially when coupled with the fact that middle-management jobs are difficult to fill. Participants commented that newer workers don't seem to have the same passion, pride, or drive as the older generation of workers. Many participants indicated that, while youth is a natural target population of interest for agriculture, many younger workers tend to be complacent, have a sense of self-entitlement, and appear disinterested in the bottom line and caring for the property. One participant stated that, "You have to remember that some of our farms have been in the same family for a hundred years. When you see someone tearing around the property and not being respectful, it's quite disheartening."

Barriers to Employment for Immigrant Workers and Suggestions for Addressing those Barriers

Almost all focus group participants had direct experience with Immigrant populations, mostly through the Temporary Foreign Worker (TFW) and Seasonal Agricultural Worker Programs. Some participants have employed or are currently employing Immigrant workers who are not part of the SAWP or TFW program.

BARRIERS TO EMPLOYMENT FOR IMMIGRANT WORKERS

Several barriers to employment were identified during the previous research interviews. The most common barriers cited were: unfavourable attitudes of employers toward Immigrants as employees, employment services agencies not understanding the jobs and careers available in agriculture, the lack of transportation to agricultural job sites, and language barriers. These barriers and examples of each were summarized by group and provided to focus group participants via a participant handout. The facilitators reviewed the barriers with the groups and asked for feedback based on what was heard.

Industry Response to Barriers Identified for Immigrant Workers

Focus group participants wholeheartedly dismissed the 'unfavorable attitude toward Immigrants as employees' barrier. Participants were extremely open to working with Immigrants and would welcome any opportunity to do so. The fact that the majority of producers are currently working with SAWP workers, TFWs or Immigrants supports their expressed willingness to employ this population of workers.

Agricultural employers agreed that there may be a disconnect between employment placement agencies and individual farm operations. However, participants felt that as a whole, they were employing every means possible to advertise their job vacancies and to provide as much detail as possible about the job requirements. Employers that use the Temporary Foreign Worker program said they are required to advertise the position in at least two locations for a certain period of time and to provide detailed job requirements. When asked for examples of where they have advertised, participants identified: job banks, Kijiji, local newspapers, local radio stations, community bulletin boards, agricultural association websites and newsletters, Newcomer association websites and news releases, Twitter, Facebook, job fairs, career days, and general word of mouth.

Participants agreed that lack of transportation can be a barrier to employment. Some participants were adamant that their employees need to have their own transportation and their own vehicles, particularly during harvesting. For example, during berry picking or potato harvesting, workers must work longer hours making it undesirable for them to leave early to catch a bus or carpool. Other participants indicated that they have



addressed or would be open to addressing the transportation barrier. For example, some employers purchased a van or small bus to transport workers to and from the farm to a central location closer to town. Others said they would be willing to do the same if there was a sufficient number of workers to transport.

All focus group participants agreed that language is not a barrier to employment. Many employers currently employ Immigrants that speak some English. When Immigrants have limited capacity in English, some employers use [human] translators, Google Translate, drawings, and hand gestures. Focus group participants felt that the language barrier is an easy one to address if both parties were willing to learn.

STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION OF IMMIGRANT WORKERS

The facilitator reviewed the suggestions provided by employment services agencies on how the agricultural industry can increase employment of Immigrants in the agriculture sector. For example, the following suggestions were introduced to the participants:

- provide mentorship and connectors to agriculture opportunities
- provide educational workshops to settlement agencies and associations about job opportunities, career paths, and the benefits of Immigrants to consider agricultural employment
- participate in career fairs and job information fairs to promote the benefits and opportunities of agricultural employment
- assist in developing programs to meet the specific job requirements of agricultural employers
- provide information about the sector (careers, jobs, and current openings) and ensure it remains current
- provide a list of jobs that are suitable for low-language clients
- provide agencies with a local listing of education and training programs relative to the sector
- provide hands-on learning opportunities (e.g., bring Immigrant on to farms or into facilities)
- participate in language training or diversity training courses
- provide wage subsidies
- coordinate transportation to and from jobsites

Industry Response to Strategies Suggested for Immigrant Workers

Participants in the focus groups were supportive of the strategies that were suggested by the employment services agencies, and in fact, had already implemented many of them. Several participants talked about their experiences participating in job and career fairs or educational workshops. Employers with smaller operations (1-5 people) find it challenging to leave the farm to participate in job fairs; however, employers from larger operations readily participate when the opportunities arise.

Participants commented that agriculture is all about 'hands-on learning.' They suggested that employment counsellors should connect with local farmers to spend a day learning about their farms. Farm visits would also enable an opportunity for questions and communication.

In response to the review of strategies to address transportation barriers, some participants indicated that their employees must have their own transportation and must possess a driver's license. Other participants indicated that they have set up carpooling systems and provide travel allowances. Others indicated they would be willing to provide transportation supports if there are sufficient numbers of employees travelling from the same location.

Participants agreed that providing language training and diversity training are useful suggestions. Participants also explained that speaking is only one aspect of good communication and that there are other communication



methods that can be employed. They said if you have good supervisors, good HR people, and willing employees, you make it work. Several producers sent employees to Adult Literacy programs and English as a second language (ESL) programs in the winter and commented that the change in their employee's attitudes was incredible. The employees felt appreciated and from there, the producers had an easier time communicating with them. In terms of agriculture-specific language training, focus group participants thought agriculture terminology can be picked up on the farm through daily conversations and activities.

Barriers to Employment for Persons with Disabilities and Suggestions for Addressing those Barriers

Several participants said they had direct experience employing Persons with Disabilities but the majority did not. The most commonly cited examples included learning disabilities, limited mobility, and vision or hearing loss. When the definition was broadened to include mental and psychological disabilities, many participants said they had employed or are employing a person from this under-represented group.

BARRIERS TO EMPLOYMENT FOR PERSONS WITH DISABILITIES

The barriers to employment for Persons with Disabilities that were identified during the previous research phase were reviewed with participants. The most common barriers cited were unfavourable attitudes of employers toward Persons with Disabilities as employees, employment services agencies not understanding the jobs and careers available in agriculture, lack of transportation, and perceptions by employers that jobs must be customized to meet the capabilities of Persons with Disabilities - a practice that is commonly labelled as "job carving."²

Industry Response to Barriers Identified for Persons with Disabilities

Participants agreed that the barriers identified for Persons with Disabilities can indeed be barriers to employment. Participants agreed that the barriers identified for Persons with Disabilities could indeed provide challenges for Persons with Disabilities finding employment within agriculture. Participants said they did not have an unfavourable attitude toward Persons with Disabilities, rather were uncertain of their capacity to perform many jobs. For example it would be unsafe for persons with physical disabilities to work around large animals (e.g., cows) as they must be able move quickly to get out of the path of the animal. Beekeeping was also cited as an example where physical disabilities may limit which jobs were accessible to Persons with Disabilities. Several beekeepers stated that the work is very physical and because of the nature of the work, accommodations could not be made (i.e., lifting the frames from the hives).

Agricultural producers agreed that there may be a disconnect between employment placement agencies and individual farm operations in terms of opportunities for Persons with Disabilities. Echoing the comments in the Immigrant Workers section, participants felt they are using every means possible to advertise their job vacancies and to provide as much detail as possible around the job requirements.

Participants agreed that lack of transportation could be a barrier to employment. Again, some participants were adamant that their employees need to have their own transportation and access to a vehicle, whereas others have addressed or would be open to addressing the transportation barrier. The caveat for this group is that employees need to be able to travel in a vehicle without accommodations (e.g., para-transport would most likely not be an option provided by the employer).

² Interviewees defined "job carving" as creating a job where one currently does not exist and/or customizing an existing job to the capabilities of their clients.



STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION OF PERSONS WITH DISABILITIES

Suggestions for ways that the agricultural industry could offer support to Persons with Disabilities were reviewed. These suggestions included: provide employment services agencies with information about the industry and the jobs and careers that are available; provide detailed descriptions in job ads of the skills required for the job and select employees based on their skills rather than educational attainment; attend job fairs or information sessions held at the agencies so that clients can hear first-hand information about the industry; allow for site visits so that clients can see what working on a farm is like; share success stories with other employers to help change negative perceptions; provide opportunities for direct dialogue with agencies and clients; and provide job shadowing opportunities.

Industry Response to Strategies to Support Employment of Persons with Disabilities

Participants agreed that employment services agencies should have current information about the agricultural industry and the jobs and careers that are available. When placing job advertisements, employers include as much information as possible to ensure potential employees have a clear understanding of the expectations of the role. Participants also commented that many of their provincial or national associations have websites that contain much of the information that employment services agencies are seeking. For example, the CAHRC is in the process of developing National Occupational Standards for 40 occupations which will provide employment counsellors with very detailed information specific to a variety of entry, mid- and senior-level occupations. Participants said they would consider attending job fairs or information sessions held at the agencies and would welcome employment counsellors at their farms to gain a first-hand understanding of all the jobs that are available as well as the requirements of each.

All participants said they would be open to hiring Persons with Disabilities depending on the degree of disability and the job. Safety is their main concern but many said they are willing to make reasonable accommodations if there was an opportunity for a positive client-job match.

Barriers to Employment for Aboriginal People and Suggestions for Addressing those Barriers

Several focus group participants had experience with employing Aboriginal people though the majority did not.

BARRIERS TO EMPLOYMENT FOR ABORIGINAL PEOPLE

Barriers to employment that were identified during the interviews and web focus groups with employment services agencies that work specifically with Aboriginal people were reviewed. The most common barriers cited for their clients were lack of transportation, communication, and substance abuse challenges.

Industry Response to Barriers Identified for Aboriginal People

Participants agreed that the barriers identified for Aboriginal people could be barriers to employment. Some focus group participants had direct experience employing Aboriginal people but the majority did not. Focus group participants confirmed that some Aboriginal people they had hired did have substance abuse issues; however, the same issues could be found in members from other populations as well.

Focus group participants agreed that lack of transportation could be a barrier to employment for Aboriginal people; however, several participants stated that, despite the close proximity of their operations to reserves, they have never received employment applications from people living on the reserves.



Participants were not able to comment on the communication challenges that individual reserves face.

STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION OF ABORIGINAL PEOPLE

Facilitators reviewed several suggestions for how the agricultural sector could increase participation of Aboriginal people within the sector. These strategies included: provide employment services agencies with information about the industry and the jobs and careers that are available; provide detailed descriptions; communicate directly with each community; establish a regional Aboriginal liaison; and, provide job shadowing or mentoring opportunities.

Industry Response to Strategies to Support Employment of Aboriginal People

Focus group participants agreed that providing information about job and career options would be a useful first-step in educating Aboriginal people about agricultural opportunities in their regions. Participants also agreed that establishing lines of communication between industry associations, local farmers, and individual reserves would provide an avenue to communicate job openings and for both sides to learn about possible opportunities for employment matching.

Participants thought that improved and direct education and communication would be the key employment supports needed to increase the employment of Aboriginal people within the sector. Similar to the other under-represented groups, participants agreed they would readily employ Aboriginal people who are interested and motivated to work.

General Comments and Suggestions

Participants are extremely concerned about the supply of local workers available as well as the possibility that the Temporary Foreign Worker program may end. Participants believe that if the TFW program ends, they will be unable to continue with their farm operations.

Several groups questioned why 'youth' as a group was not a target audience. Participants felt that youth are often overlooked as a source of employees when in fact they appear to be a natural fit for many of the jobs that are available. That being said, some participants added that they themselves are part of that exclusion by pushing their kids to go to college or university to pursue a degree other than in agriculture. Several participants shared that they are seeing more women going to college or university following high school to pursue agricultural diplomas or degrees before returning to farms to take over ownership. They also said that many young men are relocating to Western Canada (i.e., Alberta) for work in the oil fields which results in a shift of ownership from men to women for some operations.

The overarching message received from participants in all focus groups was they are experiencing a critical labour shortage in the agricultural industry. Participants tried and will continue to try all avenues to find employees that are ready, willing, and able to work. Repeatedly, producers said they prefer to employ local or Canadian workers but that they are unable to find sufficient numbers or people motivated to work the sometimes long and labour-intensive shifts that are required.

4.0 Summary of Options and Opportunities



Across all focus groups, communication and education were the areas that participants felt would be natural starting points to improve employment participation in the agricultural sector. Participants also provided suggestions to address transportation and retention issues.

Communication and Education

It is clear that many agricultural employers are not aware of the potential capabilities of workers from the three under-represented groups. At the same time, most employment services agencies do not understand the needs of agricultural employers, the jobs that are needed or available, and therefore they are unable to make a match of their clients into the agricultural sector. However, in the research, several examples of employers actively reaching out to employment services agencies to find employees and several examples of employment services agencies reaching out to agricultural employers to determine their needs were identified. As a result of the initiative and the ongoing communication and positive relationships that have been established between agencies and farmers, successful employment matches have been made.

On a practical level, the successful strategies that were employed included:

- employment agencies setting up job fairs or information sessions and inviting agricultural employers to attend
- employment counsellors going onsite to observe and/or perform the jobs so they are fully aware of the requirements in order to find successful matches with their clients
- employment services agencies will pre-screen clients and offer to provide job interviews in conjunction with employers
- employment services agencies provide regular follow-up to ensure the job placements are successful and that they intervene and problem solve to address any needs that arise
- employment services agencies and agricultural employers are extremely open with each other to identify potential issues and/or solve problems that arise
- employers create positive networks by attending social functions in the community (e.g., attending celebrations at the local community centre [e.g., Jamaican celebrations]) as a way to meet potential employees
- employers initiate contact with organizations and associations that provide services to under-represented groups (e.g., Newcomers associations)
- employers and employment services agencies work together to ensure a win-win situation for the employer and the employee

Transportation

Some participants thought the agriculture industry could follow the lead of the construction or oil industry and look at providing temporary onsite accommodations for employees given that transportation may be an insurmountable barrier in some situations. Many participants provide accommodations now, especially those working with TFWs. Participants said the accommodations are open to local workers.

Some employers are facilitating carpooling with their employees. For example, if an employer becomes aware of an employee that requires transportation, they provide suggestions of other employees that live in the same vicinity. Other participants said they offer transportation allowances to their employees. It was noted by one participant that the cost for her to arrange transportation was much less than the cost to bring in someone through the Temporary Foreign Worker program.

Solid HR and Management Practices



Several participants offered examples of effective, practical, and innovative human resources practices. For example, they make employees feel welcome immediately by setting them up with a buddy to ensure they feel comfortable and safe on the job.

Others provide low-cost incentives to support desired behaviours (e.g., awards for attendance, awards for practicing the values of the company, awards for supporting community events). These awards could include money but most often are items such as hats, gloves, or small gift certificates.

Participants also spoke of the importance of front-line supervisors having effective skills for how to provide guidance to a person who is not from the 'mainstream' workforce. As one participant stated: "Good workers don't leave jobs, they leave supervisors."

Other Options and Opportunities

A couple of participants mentioned having or having used 'wwoofers' on their organic farms. These people are essentially volunteers that are working in exchange for food, accommodation, education, and a taste of Canadian culture³. The advantages of having wwoofers on the farm are that they are interested in learning about agriculture, they are not paid a wage, and the farmer has the opportunity to learn about other cultures. The main disadvantage is that wwoofers are short-term workers without a contract. They do not have any contractual obligation therefore they can leave after three months or one day, without warning. While you may have an excellent wwoofer for a short time, you are essentially training someone that you know will not be staying as a full-time employee.

5.0 Recommendation of One Under-represented Group for Further Investigation

To select one under-represented group for further investigation and participation in a pilot project with the Canadian Agricultural Human Resource Council, the consultants established the following four selection criteria:

1. There is an ample supply of people within the under-represented group.
2. The people within the under-represented group have capabilities suitable for work in agriculture.
3. Agricultural producers are supportive of working with the under-represented group for a pilot project.
4. There are programs in place that can be leveraged that support employment of the under-represented group.

These criteria were presented to the Addressing Barriers Working Group as part of an in-person presentation on March 24, 2015 in Ottawa. Working Group members agreed with the selection criteria that were presented. Working Group members felt that without having more specific details about the pilot project plan, they were not in a position to choose one group over another.

RECOMMENDATION TO MOVE FORWARD

The Addressing Barriers Working Group recommended that three separate pilot project plans be developed - one for each under-represented group. Once developed, these plans will be reviewed, and a selection will be made for participation in a pilot project with the Canadian Agricultural Human Resource Council. It is expected that the three pilot project plans will be ready for review by mid-September, 2015.

³ Accessed March 14, 2015 from <http://wwoofinternational.org/>



The recommendation of the Addressing Barriers Working Group was presented to the Advisory Committee during an in-person meeting in Ottawa on March 25, 2015. The Advisory Committee accepted this recommendation and proposed that a teleconference call be conducted in June, 2015 to hear an update of the progress made at that time.



6.0 Industry Focus Groups Participant List

Allen, Jeff. Owner. G.W.Allen Farms Ltd.

Ash, Brent. Owner. Ash Apiaries Ltd.

Attwood, Basil. Secretary. PEI Agriculture Sector Council.

Banack, Humphrey. President. Canadian Federation of Agriculture.

Bishop, Patricia. Owner. Taproot Farms.

Brownridge, Stacy. Human Resource Consultant. Hire Yield.

Byers, Kevin. Senior Farm Manager. Wyman's of PEI.

Campbell, Al. Owner. Durston Honey Farms Ltd.

Corey, Karen. Owner. Vermeulen Farms Ltd.

Delaney, Mike. Director. Atlantic Grains Council.

Dyck, Lloyd. Owner. Apples and Spice Orchards.

Geen, David. Chair. BC Cherry Association.

Gimpelj, Gail. Ontario Ministry of Agriculture.

Harris, Nicole. Human Resource Manager. Cargill Value Added Meats.

Hilling, Dennis. Owner. D&J Seed Services.

Huntley, Marlene. Executive Director. Horticulture Nova Scotia.

Jamieson, John. Executive Director. PEI Farm Association.

Kelly, John. Executive Vice President. Ontario Fruit & Vegetable Growers Association.

Kowal, Jordan. President. Saskatchewan Cattle Feeders Association.

Kuhlmann, Julie. Owner. D&J Seed Services.

Lalonde, Simon. Director. Saskatchewan Beekeepers Association.

Linington, Ken. Advisory Group Member. Flowers Canada Ontario Inc.

Loane, Lori. Executive Director. PEI Agriculture Sector Council.



Mackenzie, Sandra. Administrative Coordinator. PEI Agriculture Sector Council.

Melvin, Richard. Owner. Melvin Farms.

Monaghan, Pat. Owner. Paragon Pork Management.

Moser, Lori. Managing Director. OPIC/OSHAB/OPC.

Mussel, Al. Senior Research Associate. Agri-Food Economic Systems.

Ohlmann, Jackie. Dairy Herd Operator. Ohlmann Dairy Ltd.

Ormand, Denise. Owner. Partners in Pork.

Penner, Jason. Policy Analyst. Government of Saskatchewan, Ministry of Agriculture.

Pfenning, Jennifer. Director of HR. Pfenning's Organic Vegetables.

Possberg, Kenton. President. Western Canadian Wheat Growers Association.

Robinson, Mary. President. PEI Federation of Agriculture.

Rodriguez, Lindsay. Project Coordinator. Alberta Agriculture and Rural Development.

Schnee, Erin. Owner. His Green Acres.

Silinski, Shanyn. Rancher. Highway 21 Group.

Sykanda, Peter. Policy Advisor. Ontario Federation of Agriculture.

Thompson, Leanne. Executive Director. Saskatchewan Forage Council.

Townshend, Lee. Owner. TPLR Honey Farms Ltd.

Warriner, Christopher. Owner. Cowan Apiaries.

Warriner, Lori. Owner. Cowan Apiaries.

Webster, Greg. Owner. Webster Farms.

Wiens, Bob. Senior Livestock Policy Analyst. Saskatchewan Government Ministry of Agriculture.



7.0 Appendices

Appendix A - Recommendations Report for Under-Represented Groups



Canadian Agricultural Human Resource Council

Recommendations Report for Under-Represented Groups

Submitted: November 13, 2014



Table of Contents

Section	Section Title	Page
	Executive Summary	1
1.0	Introduction	2
2.0	Methodology	2
3.0	Characteristics of Under-Represented Groups in the Canadian Agricultural Work Force	3
3.1	Publicly Available Data Research Findings Specific to the Agricultural Industry	5
4.0	Existing Programs and Services	7
5.0	Interview Findings	7
6.0	Under-represented Group Recommended for Further Investigation	12
7.0	Reference List	14
8.0	Appendices	18
	A Programs and Services	18
	B Tables to Support In-text Statistics	36



Tables

Table #	Title of Table	Page
Table 1	Number and Distribution of the Population Reporting an Aboriginal Identity and Percentage of Aboriginal People in the Population, Canada, Provinces and Territories, 2011	36
Table 2	Age Distribution and Median Age for Selected Aboriginal Identity Categories, Canada, 2011	36
Table 3	Aboriginal Identity Population, Canada 2011	37
Table 4	Immigrant Status, Labour Force Characteristics, and Age Groups 2009-2013	37
Table 5	Prevalence of Disability for Adults by Sex and Age Group, Canada 2012	38
Table 6	Summary Table of Employment Conditions of Young People, 1981-2012	39



Executive Summary

As part of a larger Labour Market Information investigation, the Canadian Agricultural Human Resource Council (CAHRC) has contracted The Competency Group to manage the *Researching Barriers to Agricultural Employment* project which will investigate opportunities and barriers to participation among traditionally under-represented populations in the agricultural workforce.

Through conducting research and an environmental scan of existing information on labour force development, three under-represented groups will be recommended for further investigation. Using these three identified groups, barriers to employment will be investigated through one-on-one interviews and focus groups. Resulting from this focused research and analysis, the CAHRC will move forward with a pilot project to provide labour market supports for one of the under-represented group in the hopes of increasing their representation in the agricultural workforce.

This initial report – *Recommendations for Under-Represented Groups* – will summarize:

- the characteristics of under-represented groups in the agricultural workforce as found in publicly available data;
- existing programs and services that assist individuals into the work force;
- findings from interviews with organizations directly involved in labour force development among under-represented groups;
- the criteria used to select three under-represented groups for further analysis; and
- the recommendations of three under-represented groups for further analysis.

This report offers insights into the findings from the aforementioned phases of development. It also provides a comprehensive foundation upon which to investigate three under-represented groups within the agricultural workforce before arriving at a final report which will include options and opportunities for attracting 'non-traditional workers' to the industry and the recommendation of one under-represented group for further investigation.

The criteria that were used to select three groups for further investigation are as follows:

1. The population has a high unemployment rate and/or lower share of participation in the Canadian workforce.
2. The population has or can learn the employment skills required for the job with appropriate accommodations, when needed.
3. Program and service providers are willing to support CAHRC with marketing agricultural employment and access to the population.

Based on the agreed-upon selection criteria, the three under-represented groups (in no particular order) are:

1. Aboriginal People
2. Immigrants
3. Persons with Disabilities



1.0 Introduction

The Canadian Agricultural Human Resource Council (CAHRC) is a national not-for-profit organization which focuses on addressing human resource-related issues in agricultural businesses across Canada. Recognized as the centre for labour market information, human resource management, and training, the CAHRC is the access point for labour market information and solutions to challenges in employment and skills development.

The CAHRC's Labour Market Information on Recruitment and Retention in Primary Agriculture report (2009) estimated a vacancy rate of 9% which implied that the agricultural sector would have had to attract almost 90,000 new workers by 2013. Furthermore, the report clearly suggested that Canadian agriculture producers were facing serious human resource challenges. Despite this, only 25% of employers had a human resource plan in place to address these challenges, and less than 33% were undertaking any specific activities to recruit or retain qualified human resources.

In an effort to address the challenges faced by Canadian agricultural producers, the CAHRC has undertaken a project to investigate barriers to employment and opportunities to participate in employment among groups in the Canadian population that have been traditionally under-represented in the agricultural workforce. The project involves several phases including an environmental scan of existing information on labour force development, the selection of three under-represented groups for further investigation, an investigation into the barriers to employment among these three groups through interviews and focus groups, and finally a recommendation to conduct an in-depth investigation with representatives of one of these groups. As a result of this project, the CAHRC will move forward with a pilot project to provide labour market supports for one group under-represented in the agricultural workforce.

2.0 Methodology

A multi-phased methodology was employed to arrive at the recommendations of three under-represented groups for further analysis. It included the following phases:

- Researching publicly available data to determine characteristics of under-represented groups in the agricultural workforce;
- Conducting an environmental scan into existing programs and services, including support and training programs, that assist individuals into the work force;
- Conducting interviews with organizations directly involved in labour force development among under-represented groups; and
- Developing selection criteria to determine the three groups for further investigation.

The outputs of each phase were analyzed to develop the recommendations for three under-represented groups for further analysis. The Addressing Barriers Working Group ratified the selection criteria and the three groups which were chosen for the next phase of analysis. This upcoming analysis will seek to determine barriers to employment and opportunities for increased participation of these under-represented groups in the agricultural workforce.



3.0 Characteristics of Under-Represented Groups in the Canadian Agricultural Work Force

In 2013, Canada had more than 19 million labour force participants (aged 15 years and over), of which 93% had a job. (Statistics Canada, 2013). However, as of June, 2014, the reported participation rate dropped to 67% - the lowest participation rate in Canada since August, 2001.

Males accounted for 53% of the total labour force, with a 65.8% employment rate, while the employment rate for females comes was just under 58%. Perhaps more interesting to note is the unemployment rate for both groups. The unemployment rate for males in 2013 was 7.5%, of which the largest unemployment age class was for those aged 15-24 (at 15.1%). For women, 6.6% were unemployed, with the largest unemployed age class also for ages 15-24 (at 12.2%). (Statistics Canada, 2013)

The following section presents characteristics of under-represented groups in the agricultural workforce including Aboriginal people, immigrants, persons with disabilities, youth, and older workers.

Aboriginal People

Approximately 1.4 million people self-identified as having an Aboriginal identity in 2011. This number represents 4.3% of the total Canadian population. It is interesting to note that the Aboriginal identity population increased by 20% between 2006 and 2011, compared with just over 5% for the non-Aboriginal population. (NHS, 2011) For information related to the distribution of the Aboriginal population, see Appendix B - Table 1 (page 36).

The Aboriginal population is young compared to the non-Aboriginal population. Aboriginal children aged 14 and under made up 28% of the total Aboriginal population (7% of all children in Canada). Aboriginal youth between the ages of 15-24 represented 18% of the total Aboriginal population and 6% of all youth in Canada. On the other end of the spectrum, only 6% of the total Aboriginal population were seniors (aged 65 and older) in 2011. This statistic is less than half of the proportion of seniors in the non-Aboriginal population (14.2%). (NHS, 2011) For more information related to age distribution for aboriginal categories, see Appendix B - Table 2 (page 36).

More recent data from Employment and Social Development Canada reported that the labour market outcomes for Aboriginals have been improving. For 2013, the unemployment rate was 11.6%; it was 12.8% just one year earlier. (ESDC, 2014)

For more information on the number and percentage of Aboriginal people, based on how they self-identified in the 2011 National Household Survey, see Appendix B - Table 3 (page 37).

Immigrants

Canada was home to approximately 6.8 million foreign-born people in 2011. This number represents the highest proportion of immigrants among the G8 countries. This group represented 21% of the total population. Of the 6.8 million foreign-born individuals, 17% had arrived in Canada between 2006 and 2011. These recent immigrants made up 3.5% of the total population in Canada. (NHS, 2011)



The unemployment rate for Landed Immigrants aged 15-24 years was 16.3%, while the employment rate for the same groups was 44.5%. For Landed Immigrants aged 25-54 years, the unemployment rate was 7.7% and the employment rate was 77%. (Statistics Canada, 2013) To see a more comprehensive breakdown, see Appendix B - Table 4 (page 37).

Persons with Disabilities

Approximately 3.8 million people, or 13.7% of Canadians aged 15 and older, reported being limited in their daily activities because of a disability. (CSD, 2012)

Types of Disabilities

The 10 disability types identified in the 2012 Canadian Survey on Disability are: seeing, hearing, mobility, flexibility, dexterity, pain, learning, developmental, mental/psychological, and memory. Many disabilities are not visible. These so-called "hidden disabilities" still affect a large swath of Canadians. For example, it is estimated that one in 10 Canadians have a learning disability. (LDAC, 2014)

Persons are defined as having a disability if they had difficulty performing tasks as a result of a long-term condition or health-related problem and experienced a limitation in their daily activities. The most commonly reported disabilities among those aged 15 to 24 are mental/psychological disabilities (2.2%), learning disabilities (2%), and pain (1.9%). For those aged 45 to 64, the most common types of disability were pain (13%), flexibility (10%), and mobility (9%). (CDS, 2012)

“While approximately half of working age individuals with disabilities are not in the labour force, it has been documented that a significant number of these individuals could work if they did not face so many barriers to employment.”

- Collin, 2013

Unemployment Rate among People with Disabilities

The unemployment rate for people with disabilities was 8.6% versus the Canadian average of 6.3%, according to the Statistics Canada 2006 Participation and Activity Limitation Survey.

Collin et al (2013) indicated that, “while approximately half of working age individuals with disabilities are not in the labour force, it has been documented that a significant number of these individuals could work if they did not face so many barriers to employment.” Adding support to this statement, in a study completed by BMO Financial Group (2013), they found that only three in 10 small business owners hired people with disabilities in 2013. The study also found that the majority of small businesses (69%) have never hired a person with a visible or invisible disability.

Collin et al (2013) also indicated that small- and medium-sized businesses in the private sector face the greatest challenges to accommodate people with disabilities. However, they also point out that there can be misconceptions about the feasibility of addressing the barriers to employing people with disabilities.

The federally appointed Panel on Labour Market Opportunities for People with Disabilities indicated in its 2013 report that, “The evidence gathered from our consultations with Canadian private sector companies and existing research has convinced us that there is a business case for employing people with disabilities.” (HRSDC, 2013, p4) Their report identifies best practices for employing people with disabilities as well as barriers faced by



employers. Moreover, a 2012 BMO Financial Group survey found that despite the lack of opportunity for disabled candidates, more than three-quarters of the employers said that after recruiting disabled workers, the hires either met their expectations (62 %) or exceeded them (15%).

See Appendix B - Table 5 (page 38) for more information on the prevalence of disability by sex and age, nationally.

Youth

The youth unemployment rate has historically been higher than that for adults. In 2012, the unemployment rate for youth aged 15 to 24 was 14.3%, compared with a rate of 6.0% for workers aged 25 to 54 and workers aged 55 or older. (Bernard, 2013)

Bernard (2013) also pointed out several other illuminating facts about youth unemployment. In 2012, 28.1% of unemployed young people had never worked. Unemployment for these young people is linked to finding their first job. Also, young people are twice as likely to be laid off by their employers as older workers.

In a review of youth employment between 1981 and 2012, the employment outcomes and pay rates for both men and women under 25 years worsened between 1981 and 2012. (Statistics Canada, 2013) Another report written by Galarneau, Morissette & Usalcas (2013) showed that employment conditions for youth differed between oil producing and other provinces. A table which illustrates the employment and unemployment rates for men and women in oil-producing and non-oil-producing provinces can be found in Appendix B - Table 6 (page 39).

Older Workers

Older workers are defined as "individuals 55 years of age and over who are in the labour force (working or are unemployed and actively looking for work)." (ESDC, 2014)

Participation of Older Workers

Data for more than 265,000 workers over a 28-year period was examined by Statistics Canada analysts. While there was some variation in the employment path of older Canadians, some clear trends were evident. Large numbers of older workers who leave long-term jobs are re-entering the workforce in increasing numbers. This study documents the prevalence and nature of re-employment among workers who left long-term jobs in paid employment at age 50 or older.

The rate of re-employment was calculated for workers who were aged 50 to 64 when they left their long-term job in 1994 through 2000 and were followed over the 10 subsequent years. During that time, a large majority of them were re-employed. In fact, just 32% of men and 36% of women were *not* re-employed over that period. (Bonikowska & Schellenberg, 2014)

3.1 Publicly Available Data Research Findings Specific to the Agricultural Industry

For nearly forty years (1976-2013), the work force in agriculture has remained relatively stable. In fact, the agricultural labour market has exhibited less fluctuation and lower rates of unemployment compared with other sectors.



Hired Farm Workers

There were 314,600 farm workers in Canada in 2013. Of those, 39% were hired farm workers. When contrasted with 1987 figures, the ratio of total hired farm workers to self-employed farm workers (including unpaid family members) increased by 7% over this period. Several factors may have contributed to this ratio, including: a decline in the number of farms, larger farm size for those that remain, and gains in productivity. (Xue, 2014)

Gender

Throughout the period of 1987-2013, male workers represented more than six in ten paid farm workers in Canada. (LFS, 2011)

Age

Of the 122,200 hired farm workers, 17% were in the older working age group of 55 years or over. In contrast, only 9% of agricultural hired workers were in this age group in 1997. Furthermore, the share of younger workers has been in a decline. In 2013, 29% of all hired farm workers were 15 to 24 years, compared to 37% in this age group in 1997.

In 2013, the average age of agricultural hired workers is 37.2 years, nearly 3 years younger than that of an average wage worker at 40 years old. This younger age of agricultural workers is mainly due to the larger proportion (29%) of agricultural hired workers in the age group of 15 to 24 years. The proportion of agricultural hired workers is almost twice the share of younger workers of all employees (16%) in 2013. (LFS, 2011)

Education

In 2013, 42% of agricultural hired workers had at least some postsecondary education (up from 36% in 2006). Workers on animal producing farms tended to have higher education than workers on crop producing farms. From 2006-2013, 40-45% of animal producing farm workers had a post-secondary education. This may relate to the higher skill requirements of specialized livestock workers, the dominant occupation in animal production. (LFS, 2011)

Landed Immigrant Workers

In 2013, landed immigrants made up approximately 21% of hired farm workers. When compared to the overall Canadian labour profile, the agricultural industry has a smaller share of landed immigrant workers (8% versus 21%). The dominant source for landed immigrants was Asia with Europe ranked second. (LFS, 2011)

Aboriginal People

Of the Canadians that reported an agricultural occupation in 2011, 2% also reported an Aboriginal identity. Of those, 38% were managers in agriculture or horticulture, and 58% were general farm workers or harvesting labourers. Moreover, 86% of Aboriginal identity Canadians with an agricultural occupation lived off-reserve during this reporting period. (NHS, 2011)

In speaking with Agriculture and Agri-Food Canada (personal communication, September 2014) regarding the differences in figures found online, we were cautioned that several factors needed to be taken into account when comparing data on Aboriginal people over time. These factors included: slight differences in the wording and format of Aboriginal questions on the surveys, differences in the methodology of the 2011 National Household Survey, legislative changes which affect concepts such as Aboriginal identify and Registered Indian



Status, and changes made to the definition of reserves. Essentially, for whatever reason, some people reported their Aboriginal identity or ancestry differently from one data collection period to another.

4.0 Existing Programs and Services

There are many existing programs and services which have been established to assist individuals enter the workforce. These range from national programs to provincially-run programs to municipal programs. Programs and services also ranged from 'all-client' to 'client-specific.' Client-specific programs and services included those specifically targeting, for example: Aboriginal people, youth, immigrants, newcomers, and persons with disabilities.

The services offered also varied depending on location. In most instances, services included help with resumes and cover letters, and access to computers, printers, and fax machines. In addition to these services, other programs offered counselling, wage subsidies, employer incentives, one-on-one employment counselling, employer/employee liaisons, essential skills training, and on-the-job support.

A table which provides a list of the programs and services found during the research stage can be found in Appendix A (page 18).

5.0 Interview Findings

Interviews were conducted with 15 organizations from across Canada. These organizations represent all populations of interest. During each interview, we asked about barriers to employment, their experience with trying to find employment for clients within the agricultural industry, the types of resources that were available in their program/service, as well as thoughts on how the agricultural industry could raise awareness/educate the public so that a career in agriculture would be a consideration. Interviewees shared common concerns around barriers to employment as well as how the industry could raise awareness with not only their clients but with the general public as well. Following is a summary of the interview findings.

Barriers to Employment

The barriers to employment identified by interviewees included wages, transportation, inadequate education and the nature of agricultural work. These barriers coincide with the Labour Task Force's (2013) report *Addressing Labour Shortages in the Agriculture & Agri-Food Industry Through a National Labour Action Plan* including factors such as the seasonality of employment, and [lack of] education and training.

Wages

Every interviewee identified low wages as a major barrier to finding employees to work in the agricultural industry. For example, interviewees commented that a person making minimum wage on a farm could not pay for childcare with enough money left over to pay other bills. Agriculture is competing with other sectors, especially those in Western Canada. Workers are well aware that they will earn a higher income in other provinces, (e.g., Alberta). Potential workers are also well aware that they will be working very long hours for relatively low rates of pay. Example comments relating to wages are as follows:



"The wages in agriculture are not as high as the industrial rate. That, plus long hours and very strenuous manual labour make it unappealing to clients."

"Farm labourers are making twelve bucks (dollars) per hour driving a truck. They're very aware that they could be making forty 'out west' so they're not going to work here for a quarter of that."

"There is a growing interest in organic farming but it's not sustainable, not enough to making a living from. People love the idea of farming in a healthy way but can't afford to feed the animals properly plus sell them for what people want to pay plus pay help plus feed a family."

Transportation

Transportation was identified as a barrier by almost everyone we spoke with, particularly if the work site was in a rural setting. For example, in speaking with Community Connections in Summerside, PEI, they commented that transportation is a concern for their clients as they do not own or drive a personal vehicle. The clients in

their program utilize a shuttle service. While extremely helpful to their centre, the shuttle does not operate in the evenings or on the weekends, thereby limiting the hours that their clients can work.

"Transportation is a big problem, especially in remote areas. There is no public transportation. That means you are restricted to local people, a smaller workforce, and they are not interested."

- LeClair, 2014

Interviews conducted with various employees responsible for temporary foreign worker streams at Service Canada also identified transportation as a barrier to employment. Other interviewees also identified transportation as a barrier to employment. They commented, for example,

"The main barrier is affordable, reliable transportation (an even bigger problem in rural areas)."

"Transportation is a big problem, especially in remote areas. There is no public transportation. That means you are restricted to local people, a smaller workforce, and they are not interested."

"I do not think that the rural areas have the support programs in place like the cities do to help place people with disabilities on farms in rural areas, especially transportation. This is a barrier."

Education

In speaking with interviewees, education was identified as another limiting barrier to employment. Interviewees identified the importance of employers clearly defining skill requirements and the need for potential applicants to have job-specific training. Interviewees also suggested that low levels of education is a barrier, particularly for those with less than a high school diploma. Interviewee comments relating to education include:

"Employers do not clearly define the skill requirements for the job. Often employers say employees must have grade 12 but that is not accurate. Our program needs to know the specific skill requirements in order to make the correct match with our clients."

"The people that identified (in the 2013 labour market survey) as unemployed but with a last job in agriculture were poorly educated; 75% of those people had high school or less. For the people that self-



identified as working in agriculture (still), 40% of those indicated they had some sort of secondary schooling, and another 50% had education related to management."

"The difference between someone employed and someone unemployed seems to be education."

"Access to education appears to be the key to levelling the playing field across everything. If the agricultural industry wants more workers, they need to provide access to agricultural education opportunities."

Nature of Work

Interviewees stated that several factors related to the nature of the work presented barriers to employment in agriculture. These factors included long hours and strenuous work, the increased mechanization of agriculture, a poor perception of agriculture work, the unique culture of agricultural work, and the seasonal nature of the work.

Working on a farm often requires strenuous work. Interviewees illustrated this factor with comments such as:

"The work is very strenuous. It's short-term employment and long hours."

"You've got to be healthy. You can't have a disability, sorry, you could, but it would make it hard. You couldn't have a chronic illness or lung problems. You need to be physically fit."

"It's hands-on work so you have to like physical labour. For those that do like hands-on work, trades are the flavour of the week; it's not agriculture."

Several interviewees also mentioned the increased mechanization of agriculture. For example, interviewees indicated that agriculture is becoming quite technical so explicit instruction and confirmation of understanding is critical, especially when dealing with someone whose first language is not English. It was pointed out that mechanization has all but replaced the labour force in crop production.

Perhaps most revealing was that many interviewees commented that potential workers are not aware of the job and career options within agriculture. To potential workers, farming is not considered to be a glamorous job when in fact they don't really understand the options available to them. For example, one interviewee described his experience meeting with young people at job fairs:

"When I would be speaking with youth at job fairs or during school presentations, I found that if they wanted to work in the industry [agriculture], they already knew that, and if they didn't, I wasn't going to say anything to change their mind. Farming isn't seen as glamorous or a worthwhile profession and that image has to change."

Another interviewee posed the question, "What is farming?" As far as people outside the industry are concerned, to be a 'farmer' you need to be "part nurse, part business person, part accountant, part counsellor, part truck driver, part mechanic, part... everything."

Interviewees also explained how the unique culture of agriculture can be a barrier. They explained that the culture of the traditional farm is dying. Students who express interest in farming tend to do so because they



come from family farms. They choose to go to agriculture college because they grew up on a farm and they are returning to the family farm to inherit the land when they complete their studies. Another interesting factor is that family-run farms may be perceived as unwelcoming. One interviewee stated that, "As a non-family member, potential employees may feel like outsiders."

The seasonal nature of farming was identified by many interviewees as a barrier to employment, particularly in rural areas where another job is difficult (if not impossible) to find once the farming season ends. These workers must turn to employment insurance, which in some locations is becoming more difficult to get. For these potential workers, their focus is on obtaining full-time, year-round employment rather than short-term temporary work on a farm.

Experience Trying to Place Clients in the Agricultural Industry

The majority of the people we spoke with did not have direct experience in trying to place clients in the agriculture industry. However, one program in particular shared two examples of successful placements for their clients. Community Connections – an organization on Prince Edward Island that assists persons with disabilities – spoke of two specific agricultural placements for their clients. They have placed and continue to place clients with a poultry farm (Burns Poultry) in western PEI. They also completed a project with Omega Holdings several years ago. For this project, clients built all of the cages that Omega Holdings uses to house the poultry.

Supports to Assist Clients into the Workforce

The range of supports offered to clients hoping to find work or different work is vast. As mentioned in Section 4.0 – Existing Programs and Services – it includes, for example:

- resume development
- cover letter development
- job interview practice
- help with job searches
- labour market information and job postings
- access to computers, printers, and fax machines

Some programs also offer one-on-one employment counselling, job readiness skills training, work experience placements, assessment of employment needs and goals, identification of job placement opportunities, job search assistance, job development or customized employment development services, and financial supports to assist clients in job searches, job starts, and program costs.

Some services or supports may be more applicable to certain clients. Such supports can include:

- interpretation services
- job coaching to help clients get or maintain employment
- adaptive equipment or technology or other disability supports required for employment
- workplace access and modification supports clients with disabilities

Other supports include essential skills training, on the job assistance, and subsidies and incentives. For example, the following four program descriptions are examples of advanced programming.



Stó:lō Aboriginal Skills & Employment Training (SASET) provides vocational training in three categories.

- 1) Transition to work – if a client finds work, SASET can provide up to \$250 assistance for work clothing, equipment, and/or transportation costs. The purpose is to provide financial support to bridge the client between when the person starts the job and receives their first paycheque.
- 2) Short-term training – most frequently, this involves industry-recognized certificate training (First Aid, WHMIS, FoodSafe) which may be required in order for the participant to access employment opportunities in the job market. Any training that falls between one day and up to one month falls under this category.
- 3) Long-term training – any training over one month and up to one year. This funding category is capped at a maximum of \$10,000 for each applicant. Funding can go towards tuition, living allowance, books, supplies, or required equipment or safety gear. There is a heavy emphasis on supporting clients to obtain employment in the trades.

The **Access Employment Assistance Program (AESP)** in Vancouver works with Aboriginal clients to improve their essential skills and to find employment placements. The program offers training in all nine essential skills but focuses mainly on improving math skills. The AESP has had success in the past working with employers such as CN, CT Rail, Safeway, and several marine companies.

Counsellors at **WorkBC** work with employers to assist them in finding the right talent to fill jobs through advertising postings, connecting employers with clients, publicizing events such as job fairs, and connecting with industry reps to identify demand for workers with particular skills and/or training.

Another program which offers services beyond resume and cover letter creation is **Community Connections** in Summerside, Prince Edward Island. In addition to the core services (e.g., resume writing, cover letter writing, and access to computers, printers and fax machines), Community Connections works with clients to improve upon their communication skills and job survival skills. Their program specializes in finding employment for persons with disabilities. Employment counsellors actively seek employment in businesses that their clients are interested to work with. Counsellors accompany individuals to worksites to assist them to learn the tasks that the employer will want them to know. Once the client is placed at a local business, the counsellors continue to work with the client until eventually phasing out their assistance. Following the phase out program, the counsellors follow up with employers to ensure that the placement is working well. In addition to these services, Community Connections also has access to subsidy funding.

Ways for the Agricultural Industry to Raise Awareness

Educating the public, with a special focus on youth, and the development of partnerships were identified as excellent ways that the agricultural industry could raise awareness in an effort to make agriculture more appealing to prospective workers.

Education, in terms of educating the public and youth, was by far the most common suggestion provided by interviewees. The people that were interviewed felt that the general population is not well informed about today's agricultural industry. They are unaware of all the job and career options that fall within the various sectors. Therefore, for those with children, the children may also be unaware of the options available to them. This lack of household awareness or conversation coupled with limited knowledge being shared or taught in schools has led to a generation of people that may be misinformed about the industry. Suggestions provided for



improving upon the general public's knowledge of the industry included pilot programs in school systems (e.g., urban garden development), hosting public events (e.g., "Farm Day in the City"), and providing guest speakers to educate junior- and high-school staff and students about the industry.

"The industry could increase awareness of the possible employment opportunities. When people think of farming jobs, they think of farm labourers. What else is there?"

Several interviewees also applied this lack of current knowledge to women who might be returning to work for the first time since raising children. For example, if a woman has been primarily raising her children for the past ten years, what she knows or remembers about the agriculture industry may be very different than the realities of the industry today. While farming can be very labour intensive, it can also be very technical and very mechanical. The perception that you need to be very strong (physically) is not a requirement for all farm jobs and the public needs to be educated about this. This education would also benefit people with disabilities or older workers who have retired but would like to return to the workforce.

In terms of partnerships, several interviewees provided examples of partnerships they had been part of which proved to be very successful in raising the awareness of the agricultural industry within their areas, particularly with new Canadians.

" We worked with the Newcomers Association to hold an 'Introduction to Agriculture' workshop for the Chinese community. We gave a presentation on agriculture, talked about the employment opportunities, had someone talk about employment regulations for the province, and provided information on what is here for agriculture, for example what grows and what doesn't grow. We had almost 80 people attend, more than twice the number we expected."

"We worked with a tour company as part of Open Farm Day this year. We hired two touring buses and toured newcomers to eight farms across the province. It was a huge success! The buses were filled in no time."

6.0 Under-represented Groups Recommended for Further Investigation

To narrow the potential under-represented groups to three which will be targeted for further investigation, the consultants established the following five selection criteria:

1. The population has a high unemployment rate and/or lower share of participation as agricultural workers.
2. There is an ample supply of people with capabilities suitable for work in agriculture.
3. The population can physically do or learn to do the work (whether it be manual labour, IT-focused, or diverse in job tasks).
4. The population can be contacted/accessed for investigation.
5. Programs and services are in place to assist the CAHRC with their marketing support role.

These criteria were presented to the Addressing Barriers Working Group as part of a presentation on October 29, 2014 in Calgary. During facilitated roundtable discussions, Working Group members were asked to review the criteria for clarity and comprehensiveness. Members were also asked to suggest additional criteria, if they



felt something was missing. Together, the Working Group settled on three selection criteria to be used to select the three under-represented groups for further investigation. The selection criteria are as follows:

1. The population has a high unemployment rate and/or lower share of participation in the Canadian workforce.
2. The population has or can learn the employment skills required for the job with appropriate accommodations, when needed.
3. Program and service providers are willing to support CAHRC with marketing agricultural employment and access to the population.

Based on the agreed-upon selection criteria, the Working Group selected the following three under-represented groups for further investigation:

1. Immigrants
2. Persons with Disabilities
3. Aboriginal People



7.0 Reference List

- Aboriginal Affairs and Northern Development Canada. 2014. *Federal Framework for Aboriginal Economic Development - Progress Report, June 2014*. Retrieved from <https://www.aadnc-aandc.gc.ca/eng/1404919955464/1404921311609>
- Agriculture Agri-Food Canada. 2013. *An Overview of the Canadian Agriculture and Agri-Food System*.
- Alia, M., personal communication, October 29, 2014.
- Battams, N. 2013. *Disability and Employment in Canada*. Retrieved from <http://www.vanierinstitute.ca/include/get.php?nodeid=3029>
- Baumann, J. personal communication, October 9, 2014.
- Bellerose, B., personal communication, September 17, 2014.
- Bernard, A. (2013). Unemployment Dynamics Among Canada's Youth. *Economic Insights*, 24. Retrieved from <http://www.statcan.gc.ca/pub/11-626-x/11-626-x2013024-eng.pdf>
- BMO Financial Group. 2012. *BMO Survey: More than Half of Small Businesses Have Never Hired a Person with a Disability*. Retrieved from <https://newsroom.bmo.com/press-releases/bmo-survey-more-than-half-of-small-businesses-hav-tsx-bmo-201210020823074001>
- BMO Financial Group. 2013. *Canadian Businesses Slow to Hire People with Disabilities*. Retrieved from <http://newsroom.bmo.com/press-releases/canadian-businesses-slow-to-hire-people-with-disab-tsx-bmo-201310240906438001>
- Bonikowska, A., & Schellenberg, G. (2014). Employment Transitions Among Older Workers Leaving Long-term Jobs: Evidence from Administrative Data. *Social Analysis Division, Statistics Canada, 2014*, Retrieved from <http://www.statcan.gc.ca/pub/11f0019m/11f0019m2014355-eng.pdf>
- Brown, E., personal communication, October 29, 2014.
- Burt, M., personal communication, October 29, 2014.
- Canadian Agricultural Human Resource Council. (2009). *Labour Market Information on Recruitment and Retention in Primary Agriculture*. Retrieved from <http://www.cahrc-ccrha.ca/sites/default/files/files/publications/LMI-Recruitment-Retention/Labour%20Market%20Information%20Final%20Report.pdf>.
- Canadian Intergovernmental Conference Secretariat. 2014. *Attracting Skilled Newcomers to Canada Federal, Provincial and Territorial Governments Working Together to Meet Canada's Labour Needs Through Active Immigrant Recruitment*. Retrieved from <http://www.scics.gc.ca/english/conferences.asp?a=viewdocument&id=2146>



Celesta, A., personal communication, September 19, 2014.

Clayton, S., personal communication, October 29, 2014.

Collin, C., Lafontaine-Émond, I. & Pang, M. (2013). Persons with Disabilities in the Canadian Labour Market: An overlooked Talent Pool. *Social Affairs Division, Parliamentary Information and Research Service, March 2013*. Retrieved from <http://www.parl.gc.ca/Content/LOP/ResearchPublications/2013-17-e.pdf>

Department of Finance Canada. 2014. *Jobs Report: The State of the Canadian Labour Market*. Retrieved from <http://www.budget.gc.ca/2014/docs/jobs-emplois/pdf/jobs-emplois-eng.pdf>

Douglas, M., personal communication, October 8, 2014.

Employment and Social Development Canada. 2014. *Aboriginal Labour Market Bulletin: Spring 2014*. Retrieved from <http://www.esdc.gc.ca/eng/jobs/aboriginal/bulletins/spring2014.shtml>

Employment and Social Development Canada. 2014. *Client Segment Profile - Older Workers Atlantic Region March 2014*. Retrieved from <http://www.esdc.gc.ca/eng/jobs/lmi/publications/csp/older/atlantic/mar2014.shtml>

Galarneau, D., Morissette, R. & Usalcas, J. (2013). What has Changed for Young People in Canada? *Insights on Canadian Society, July*. Retrieved from <http://www.statcan.gc.ca/pub/75-006-x/2013001/article/11847-eng.pdf>

Government of Canada. 2014. *Canada's Economic Action Plan*. Retrieved from <http://actionplan.gc.ca/en/initiative-section/older-workers>

Hall, J., personal communication, October 29, 2014.

Henderson, R., personal communication, October 15, 2014.

Human Resources and Skills Development Canada. 2013. *Rethinking Disability in the Private Sector: Report from the Panel on Labour Market Opportunities for people with Disabilities*. Retrieved from <http://publications.gc.ca/site/eng/436446/publication.html>

Jeffrey, J., personal communication, September 29, 2014.

Kelly, J., personal communication, October 29, 2014.

Kemphorne, T., personal communication, October 29, 2014.

Labour Task Force. 2013. *Addressing Labour Shortages in the Agriculture & Agri=Food Industry Through a National Labour Action Plan*. Retrieved from <http://www.cahrc-ccrha.ca/sites/default/files/LTF%20Labour%20Action%20Plan%20-%20Oct%2011%202013.pdf>.



- Learning Disabilities Association of Canada. 2014. *Putting a Canadian Face on Learning Disabilities (PACFOLD) and the Prevalence of Learning Disabilities*. Retrieved from <http://www.ldac-acta.ca/putting-a-canadian-face-on-learning-disabilities-pacfold-and-the-prevalence-of-learning-disabilities>
- LeClair, D., personal communication, October 10, 2014.
- Marshall, K. (2013). Youth Neither Enrolled nor Employed. *Perspectives on Labour and Income, Summer 2012*. Retrieved from <http://www.statcan.gc.ca/pub/75-001-x/2012002/article/11675-eng.pdf>
- Miller, B., personal communication, October 22, 2014.
- Neufeld, H., personal communication, September 29, 2014.
- Parisi, A., personal communication, September 17, 2014.
- Polchies, P., personal communication, October 7, 2014.
- Robins, C., personal communication, October 17, 2014.
- Ross, J., personal communication, October 29, 2014.
- Statistics Canada. 2011. *Aboriginal People in Canada: First Nations People, Métis, and Inuit*. Retrieved from <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-011-x/99-011-x2011001-eng.cfm>
- Statistics Canada. 2011. *Labour Force Survey*. Retrieved from <http://www.statcan.gc.ca/pub/75-001-x/2012002/article/11639-eng.pdf>
- Statistics Canada. 2011. *National Household Survey*. Retrieved from <http://www12.statcan.gc.ca/nhs-enm/2011/rt-td/index-eng.cfm#tabs1>; <http://www.statcan.gc.ca/daily-quotidien/130508/dq130508b-eng.htm>
- Statistics Canada. 2011. *Study: Aboriginal People and the Labour Market*. Retrieved from <http://www.statcan.gc.ca/daily-quotidien/111123/dq111123b-eng.htm>
- Statistics Canada. 2012. *Table 1.1: Prevalence of Disability for Adults by Sex and Age Group, Canada, 2012*. Retrieved from <http://www.statcan.gc.ca/pub/89-654-x/2013001/tbl/tbl1.1-eng.htm>
- Statistics Canada. 2013. *Fifty Years of Families in Canada: 1961 to 2011*. Retrieved from http://www12.statcan.gc.ca/census-recensement/2011/as-sa/98-312-x/98-312-x2011003_1-eng.cfm.
- Statistics Canada. 2013. *Study: Changing labour market conditions for young Canadians*. Retrieved from <http://www.statcan.gc.ca/daily-quotidien/130704/dq130704a-eng.htm>
- Statistics Canada, 2013. *Table 282-0002: Labour Force Characteristics by Age and Sex (Estimates) 2013*. Retrieved from <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/labor20a-eng.htm>



Statistics Canada, 2014. *Youth Employment Strategy*. Retrieved from
<http://www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/yesprograms.shtml>

Tucker, D., personal communication, September 12, 2014.

Tyrchniewicz, A., personal communication, October 29, 2014.

Volk, R., personal communication, October 29, 2014.

Vuland, B., personal communication, September 24, 2014.

Work BC, personal communication, September 24, 2014.

Xue, L., personal communication, September 10, 2014.



8.0 Appendix A - Programs and Services

The following table provides an overview of some of the programs and services that exist in Canada. This list is not exhaustive for any group.

Program/Service	Notes
Persons with Disabilities	
Community Connections (PEI) http://www.communityconnectioninc.com/aboutus.html	Community Connections Inc. is a non-profit organization which provides a range of employment, residential, and support services to adult persons with intellectual disabilities in the region of East Prince, Prince Edward Island, Canada. Community Connections was established September 1, 1996, in partnership with East Prince Health, to coordinate the delivery of support services previously provided by the former agencies SAW Industries Inc., Summerside Group, Home and Prince Residential Services, and the Summerside Adult Development Centre.
PEI Council of People with Disabilities http://www.peicod.pe.ca/programs_workabilities.php	Work Abilities Program: Work Abilities offers an essential skills program designed to assist individuals with disabilities in enhancing their employability skills and career decision making process in preparation for entry or re-entry into the workforce. Work Abilities offers a series of Employment Readiness Workshops on a continuous basis to ensure accessibility to critical essential skills information, formal and informal learning opportunities, computer use and individualized learning assistance.
Harbourview Training Center Inc. http://www.harbourviewtrainingcenter.ca	Harbourview Training Center is a non-profit organization located in Souris, Prince Edward Island. We provide vocational training, on site employment and job training as well as a broad range of support services to clients with intellectual disabilities who live in the Morell to East Point district.
Tremploy http://www.tremploy.com/	Our employment assistance program will assist clients who are interested in finding a job. This services includes skill assessments, skills training, individual job placements, employment counselling, job training and support to both client and employer in the workplace. Assessments will be performed to assist in determining readiness for job placement.
Queens County Residential Services http://www.qcrs.ca/	Partnering with persons with intellectual disabilities, their families and the community as a resource committed to individualized living, learning and personal growth.
Community Living, Ajax, Pickering & Whitby http://www.cl-apw.org/	To provide individuals with a developmental disability in our community with: residential supports, vocational supports, community access supports, support to families.
Vecova Centre for Disability Services and Research	Vecova Centre has a Youth Workplace Mentorship Program (YWMP) which is a demonstration project which will be developed to build an employment mentorship program for young adults with developmental disabilities. The program will prepare youth to gain the skills and confidence that they require to enter the workforce and find long-term employment. Similarly, employers will be educated about hiring and keeping young employees with disabilities.



<p>Lutherwood http://www.lutherwood.ca</p>	<p>Lutherwood is a not for profit organization that provides a wide range of mental health, employment development, housing, and family support services. Lutherwood connects people with employers, training, funding and jobs. Our free services help individuals find and maintain their jobs, entrepreneurs launch their businesses and employers recruit and train employees.</p>
<p>Neil Squire Society http://www.neilsquire.ca</p>	<p>The Neil Squire Society is a national not-for-profit organization that empowers Canadians with physical disabilities through the use of computer-based assistive technologies, research and development, and various employment programs. The Society helps clients remove barriers so that they can live independent lives and become active members of the workplace and our society. Specializing in education and workplace empowerment, the Society has served over 29,000 people since 1984.</p>
<p>Meta Vocational Services http://metavocational.com</p>	<p>META Vocational Services is an approved Service Provider for both <i>Employment Ontario</i> and Ontario Disability Supports Employment Supports Program and specializes in providing services for person with disabilities.</p> <p>If you have a disability, META can assist you with:</p> <ul style="list-style-type: none"> • Career planning and exploration • One-on-one employment counselling • Workshops on effective job search strategies • Resume writing and interview skills • Job Development and placement support • Second Career applications • Referral to other community programs and services
<p>Vancouver Foundation http://vancouverfoundation.ca/grants/disability-supports-employment-fund</p>	<p>The Disability Supports for Employment Fund assists eligible organizations throughout BC that are working with people with disabilities to increase meaningful employment opportunities, maintain and enhance their career or entrepreneurship path, and raise the overall rate of employment in their communities.</p>
<p>Minister's Council on Employment and Accessibility</p>	<p>The Minister's Council on Employment and Accessibility is a forum comprised of members from the business, non-government and government sectors as well as families and individuals with disabilities. The forum advises the Minister of Social Development and Social Innovation on solutions and strategies to increase employment and accessibility for persons with disabilities.</p>



<p>Link Up Employment Services</p> <p>http://www.linkup.ca/about_us.html</p>	<p>Link Up Employment Services for Persons with Disabilities is a charitable, not-for-profit employment services agency with a head office in the heart of Toronto, Ontario, and a branch office in Woodbridge, Ontario.</p> <p>Link Up has a wide array of cross-disability programs and services that have been developed and employed over the years. These include:</p> <ul style="list-style-type: none">• an initial assessment of each job seeker’s skills and abilities• a thorough analysis of each employer’s particular requirements• continuing support of job seekers through workshops, seminars and opportunities to meet local business recruiters• willingness to assist with special needs accommodations• administration of these programs and services by a dedicated staff• a strong clear vision from those who guide our organization• the constant cooperation, support and assistance of our labour market and service provider partners <p>In 2007, Link Up released ‘From Disabilities to Possibilities: A Guide to Hiring, Training and Retaining People with Disabilities’, an employer’s guide to successfully employing persons with disabilities.</p>
<p>Work Ability (New Brunswick)</p> <p>http://www2.gnb.ca/content/gnb/en/services/services_renderer.5102.html</p>	<p>The Work Ability Program provides work experience opportunities to unemployed individuals who require a job placement to overcome a barrier as identified through their employment action plan. By placing an individual with an employer, they can work towards becoming job ready by establishing a career goal, developing skills, or addressing specific needs.</p>
<p>WorkBC</p> <p>http://www.workbc.ca/Job-Search-Tools/Specialized-Population-Groups/Pages/Persons-With-Disabilities.aspx</p>	<p>WorkBC provides a flexible range of services related to employment for people with disabilities. These include:</p> <ul style="list-style-type: none">• assistive devices, equipment and technology• communication and hearing devices• ergonomic supports and other personal devices• personal attendant care services• interpreting and captioning services• workplace access and modification



<p>Society for Manitobans with Disabilities</p> <p>http://www.smd-services.com/</p>	<p>To promote the full participation and equality of people with disabilities by providing a full range of rehabilitation services, and by facilitating the development of a receptive and supportive environment. SMD's basic operating principles are:</p> <ul style="list-style-type: none">• SMD will encourage integrated programming and will utilize community-based facilities and services to the maximum extent possible.• Any changes in or revisions of the Society's mandate or programs will be effected in such a way that the needs of consumers will continue to be met.• The design, implementation and development of services and fundraising efforts by and for SMD will reflect at all times the image of people with disabilities as fully contributing, capable and desirous of equality and full participation with others.• SMD will strive to decentralize the provision of services throughout the province.• SMD will design and implement an affirmative action employment policy and program.• SMD will utilize a holistic and family centered approach to the habilitation and rehabilitation of the consumer.• SMD will ensure that the human dignity and privacy of consumers and staff are respected and preserved in all matters.• SMD will ensure the establishment of a fair and objective appeals mechanism to which consumers, staff and /or the community may forward, without prejudice, concerns and complaints.• SMD will, on request, provide consumers access to any and all information about the consumer or relevant to the consumer's welfare which it obtains in the process of providing programs and services. Such information will be interpreted for consumers by qualified personnel. Third parties providing information on consumers will be informed of the Society's policy in this respect.• SMD will conduct its operations in a cooperative manner with consumers, board members, management and staff working together with a participatory management framework, towards the achievement of common objectives.• SMD will be accountable to its consumers and the public at large to meet its objectives in an efficient manner. To this end, it will develop a capacity to permit an ongoing review of its policies and operations. It will also develop a capacity for planning and budgeting with a view to adapting flexibility to the changing needs of people with disabilities.
--	---



<p>Northern Lights</p> <p>http://www.northernlightscanada.ca/our-services/employment-services</p>	<p>Northern Lights Canada employs innovative tools, resources, and services to address the specific needs of the individual client with a goal of finding work and/or successfully getting back to work.</p> <p>We are committed to providing fully accessible facilities for clients with disabilities, including clients who are mobility impaired, visually impaired, and deaf, deafened or hard of hearing. All of our locations are accessible.</p> <p>We support newcomer youth to identify employment and career goals.</p> <p>Our Job Search Workshops for Newcomer Youth gives you the tools necessary to begin career exploration and job search. We provide guidance, planning, support, and job search information to those newcomer youth seeking employment. Our Job Search Workshop will help you:</p> <ul style="list-style-type: none">• map your educational and career goals• pursue volunteer and co-op work of your choice• link volunteer work to long-term career goals• learn about job search strategies• create your resume and cover letter• learn how to be successful in an interview• connect to the community
<p>Stars for Life</p> <p>http://www.starsforlife.com/</p>	<p>The Stars for Life Foundation for Autism is a Not For Profit Registered Charity, providing “Life Long Living and Learning Opportunities” to young adults and adults with Autism Spectrum Disorders and Aspergers.</p> <p>Our day programming is a one to one support service that helps individuals accomplish:</p> <ul style="list-style-type: none">• Post Secondary education• Self Care/Hygiene• Independent Living Skills-budgeting, organizational• Social Learning• Relationships• Emotions• Mental Health• Overcoming Sensory Issues• Finding Employment• Self Disclosure• Self Advocacy• Recreational activities• Financial Support



<p>Ontario Disability Support Program</p> <p>http://www.mcsc.gov.on.ca/en/mcss/programs/social/odsp/employment_support/</p>	<p>The Ontario Disability Support Program assists persons with disabilities to prepare for work, find a job, or start a business. Employment Supports can help if you have never worked before, have been out of work for some time, or are in school. Once a client starts working, he/she can also get assistance to keep the job or to advance his/her career.</p> <p>Community service providers in locations all over Ontario provide the goods and services available from the Ontario Disability Support Program Employment Supports. Program staff will work with your service provider to:</p> <ul style="list-style-type: none"> • identify an employment goal • develop an action plan • figure out the supports you need to achieve your goal.
<p>Calgary Alternative Employment Services</p> <p>http://www.c-a-s-s.org/programs/caes</p>	<p>CAES is a client directed employment placement and retention program. Services and supports focus on helping people with disabilities / multiple barriers to employment to find and maintain the type of work or career that they want.</p> <p>CAES works with each client to identify their ideal work setting and employment support needs. Job interviews and employment placement are facilitated in accordance with the client's goals. We then provide ongoing follow-up support to both the client and the employer in order to strengthen their skills and working relationship as well as ensure job satisfaction and retention.</p>
<p>Saskatchewan Abilities Council</p> <p>http://www.abilitiescouncil.sk.ca/index.cfm</p>	<p>The Saskatchewan Abilities Council is a registered charity that provides programs and services to people with disabilities in Saskatchewan. The Council provides client-centred and innovative employment programs that offer opportunities for valuable work experience, skills training, and meaningful competitive employment. The Council has two primary programs:</p> <p>Partners in Employment - offers an extensive range of professional employment services to both individuals and employers. Services are designed to assist individuals with hidden or visible disabilities find and maintain employment, including: employment preparation, job placement, job maintenance, supported employment, and work experience. For employers, the Saskatchewan Abilities Council assists to match qualified candidates to job vacancies, including: providing pre-screened candidates, on-site training support, and on-going follow-up.</p> <p>The Council's Training Centres provide valuable work experience and specific skills training for individuals with disabilities. The Centres manufacture products and provide commercial services to businesses provincially, nationally, and internationally. Through the Centres, clients have the opportunity to gain experience in areas that suit their abilities and interests.</p>
<p>General Service (All Populations)</p>	
<p>Career Development Services (PEI)</p> <p>http://www.cdspei.ca/</p>	<p>Whether you are looking for work, changing your career, returning to the workforce, or exploring career and training opportunities, CDS can help. CDS offers employment counselling and support, training, job placement and coaching, employment preparation, and follow-up support.</p>



<p>Durham College Community Employment Services</p> <p>http://www.employmenthelp.ca/</p>	<p>A community leader in one-stop employment research and support; job development, training and community planning, providing comprehensive resources to: youth/adults, colleagues/partners, and employers.</p>
<p>Skills PEI</p> <p>http://www.skillspei.com/</p>	<p>Skills PEI/Employ PEI is an employment benefit program which is designed to encourage employers to hire eligible individuals and provide them with an on-the-job work experience to enhance their skills and employability.</p>
<p>WorkBC</p> <p>http://www.workbc.ca/</p>	<p>The Employment Program of BC offers integrated services and supports to make it easier for you to find work. These include:</p> <ul style="list-style-type: none"> • employment counselling and support • group and one-to-one employment-focused workshops • training • job placement and job coaching • preparation for self-employment • extended follow-up support • support for those at risk of losing work due to disability-related needs • support for students moving into the workforce
<p>The YMCA of Greater Toronto</p> <p>http://www.ymcagta.org/en/get-a-job/help-you-find-job/emp-program-descriptions/employment-service.html</p>	<p>The YMCA works through the Employment Ontario Employment Service program. It provides:</p> <ul style="list-style-type: none"> • Assessment of skills and experience • Information about different careers and occupations • Local labour market, employment and training opportunities • Information about all Employment Ontario programs and services • Advice about the referral information to other community supports and services • Support with developing effective job search strategies including resume, cover letter, and interview preparation • Free access to computers, Internet, faxing and photocopying, and Wi-Fi
<p>Emploi Quebec</p> <p>http://emploi.quebec.gouv.qc.ca/</p>	<p>An employment assistance officer will help clients to review career goals and choose the activities and services most appropriate for them. Activities can be provided by a local employment centre (CLE) or by Emploi-Québec partners, any may include:</p> <ul style="list-style-type: none"> • Job-search clubs: These support groups help carry out job searches and find the tools and resources needed. • Job-hunting strategies: Get support and advice to help with job searches, as well as assistance with organizing searches. • Internships and job shadowing: Internships and job shadowing are short-term workplace experiences. They provide a chance to watch, observe and learn about a new trade or profession. They are also good opportunities to get to know an employer and ask questions. • Québec pluriel, a program for cultural communities and visible minorities: This mentoring program is designed for young people between the ages of 16 and 35 who are members of a cultural community or visible minority group. Mentors share their knowledge of the labour market and Québec society, along with their love of a trade or occupation. They can also assist with choosing a career path.



<p>Community Living, Oshawa/Clarington</p> <p>http://www.communitylivingoc.ca/services/adults/employment-services</p>	<p>Supports offered by Community Living Oshawa/Clarington may include:</p> <ul style="list-style-type: none">• Employment Planning• Job Coaching• Job Search• Specialized Assessments• Job Monitoring• Unpaid work experiences• Job Trials• Job Maintenance• Travel, route and mobility training (bus training)
<p>Ontario Employment Assistance Services</p> <p>http://www.tcu.gov.on.ca/eng/jobseekers/assistanceServices.html</p>	<p>The Ontario Employment Assistance Services offers needs assessment and return to work action plans whereby you can work with a professional counsellor to develop a personalized plan to return to work. OEAS also offers job finding clubs which can help you identify which jobs or industries best match your skills, develop a professional résumé, know how and where to look for work, and improve your interviewing skills. It also helps by providing group support while you look for a job. There are also Targeted Services which are designed for specific groups of job seekers such as youth, newcomers to Ontario, older workers, single parents and persons with disabilities.</p>



<p>The Seasonal Agricultural Worker Program (SAWP)</p> <p>http://www.esdc.gc.ca/eng/jobs/foreign_workers/agriculture/seasonal/index.shtml</p>	<p>These employers can hire TFWs from participating countries for a maximum duration of 8 months, between January 1 and December 15, provided they are able to offer the workers a minimum of 240 hours of work within a period of 6 weeks or less.</p> <p>To qualify for the SAWP, employers must meet 3 criteria:</p> <ol style="list-style-type: none"> 1. the TFWs hired must be citizens from Mexico or participating Caribbean countries 2. production must be in specific commodity sectors 3. the TFWs must work on the farm in primary agriculture <p>The SAWP applies only to TFWs who are citizens from Mexico or the Caribbean countries of: Anguilla, Antigua and Barbuda, Barbados, Dominica, Grenada, Jamaica, Montserrat, St. Kitts-Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago.</p> <p>The government ensures that the men and women selected to work temporarily in Canada meet all the requirements of the SAWP. These requirements include being: experienced in farming; at least 18 years of age; a citizen of one of the participating countries; and able to satisfy the: Canadian immigration laws; and laws of the worker's home country.</p> <p>Under the <i>Immigration and Refugee Protection Regulation</i>, section 315.2, primary agriculture is defined as work that is performed within the boundaries of a farm, nursery or greenhouse and involves:</p> <ul style="list-style-type: none"> • the operation of agricultural machinery; • the boarding, care, breeding, sanitation or other handling of animals, other than fish, for the purpose of obtaining animal products for market, or activities relating to the collection, handling and assessment of those products; or • the planting, care, harvesting or preparation of crops, trees, sod or other plants for market.
<p>Watton Employment Services</p> <p>http://www.watton.ca/en/</p>	<p>Working in cooperation with other community service providers, Watton Employment Services helps individuals establish employment-related goals in order to get back to work. They also work closely with local employers to assist them with their hiring needs and to provide resources and services for employers.</p> <p>WES originally began operation as an agency that provided mainly Vocational Rehabilitation Service to complex, multi-barriered clients who were seeking assistance with returning to the workforce. They have since evolved an employment planning and counselling service and comprehensive counselling and case-management service.</p>



<p>Workforce Expansion (New Brunswick)</p> <p>http://www2.gnb.ca/content/gnb/en/services/services_renderer.6935.html</p>	<p>The Employer Wage Incentive component of the Workforce Expansion Program is a collaborative effort to bring our clients, unemployed New Brunswickers, together with employers. The program builds employer/employee relationships which promote the development of our unemployed by gaining skills that ultimately result in long-term sustainable full-time employment. The component also aims at encouraging the hiring of individuals from select groups. Applicants must:</p> <ul style="list-style-type: none"> • be unemployed • be eligible for Employment Insurance (EI) (with the exception of members of a priority group or a Recent Post-secondary Graduate) • be residing in New Brunswick or be willing to establish residency in New Brunswick • not be an immediate family member of the employer (spouse, child, parent, brother, sister), nor can they be an officer or a director of the organization or a member of their immediate families <p>Priority will be given to Aboriginals, Social Assistance Recipients, Persons with Disabilities, Visible Minorities, Newcomers, Older Workers, and recent Post-secondary Graduates.</p>
<p>Equal Employment Opportunity Program (New Brunswick)</p> <p>http://www2.gnb.ca/content/gnb/en/departments/human_resource/services/services_renderer.5028.html</p>	<p>The objective of the EEO Program is to help individuals find meaningful employment with opportunities for advancement. To be eligible for the program, candidates must be residents of New Brunswick and be members of one of the following designated group:</p> <ul style="list-style-type: none"> • Aboriginal: an Aboriginal person is a North American Indian, a member of a First Nation, Métis, or Inuit who identifies with the Aboriginal community culturally and/or linguistically. Métis are people who have Aboriginal ancestry, who self-identify as Métis, and who are recognized by the Métis Nations. Inuit are the Aboriginal inhabitants of Northern Canada. • Persons with disabilities: persons with disabilities are individuals who have a long term or recurring health condition that limits the kind or amount of activity that they can do in the workplace because of a physical, intellectual, sensory, psychiatric or learning limitation. • Members of visible minorities: members of a visible minority group are persons in Canada, other than Aboriginal people, who are non-Caucasian. Some people who are members of a visible minority group were born in Canada; others have come here from other countries. This definition does not apply to place of birth, ethnic origin, or religion.
<p>4-H Canada</p> <p>http://www.4-h-canada.ca/about-4-h/who-we-are</p>	<p>4-H is one of Canada’s longest-running and most respected youth organizations. 4-H is a youth-serving organization focused on helping young Canadians “Learn To Do By Doing” in a safe, inclusive, and fun environment. In 2012-2013, close to 25,000 youth were enrolled in 4-H across Canada, participating in programs related to Community Engagement and Communication, Environment and Healthy Living, Science and Technology, and Sustainable Agriculture and Food Security. There are more than 1900 clubs and 11 provincial agencies across Canada, with more than 7500 adult volunteers.</p>



<p>Agriculture in the Classroom http://www.aitc.ca/en/</p>	<p>Agriculture in the Classroom-Canada is an informal network of provincial Agriculture in the Classroom organizations whose mission is to "enhance the knowledge, understanding, and appreciation of agriculture in everyday life." The AITC has six strategic priorities, one of which is to "identify and develop national initiatives that contribute to building provincial capacity for offering educational resources to teachers and students."</p>
Aboriginals	
<p>Mi'kmaq Confederacy Employment Services of PEI http://www.mcpei.ca/Employment_Services</p>	<p>The Mi'kmaq Confederacy Employment Services provides and administers employment-based programs and services to all Aboriginal people living on PEI (including status and non status First Nations, Métis and Inuit Peoples living on and off reserve across the entire province). Program emphasis is on providing the supports clients need to return to work, and or training.</p>
<p>Spirit Staffing and Consulting Inc. www.spiritstaffing.com</p>	<p>An Aboriginal owned and operated employment placement agency committed to providing high quality employment services to Aboriginal people in and around Calgary.</p>
<p>Aboriginal Futures Career and Training Centre www.aboriginalfutures.com</p>	<p>The Aboriginal Futures Career and Training Centre assists and prepares Aboriginal people in creating a career and job search action plan. The centre provides job placement and training services to Aboriginal people in Calgary.</p>
<p>Youth Employment Centre Community & Neighbourhood Services www.nextsteps.org</p>	<p>There are many resources available to support and assist business, in the hiring and job training of Aboriginal youth, which range anywhere from job placement services to wage subsidy programs.</p>
<p>Treaty Seven Economic Development Corporation www.treaty7.org</p>	<p>Programs include wage subsidies, self-employment assistance, employment assistance services, labour market partnerships, summer career placements and individual funding for First Nations people administered through Aboriginal Futures Career and Training Centre (AFC&TC) in Calgary.</p>
<p>Métis Nation of Alberta Zone III www.albertametis.com</p>	<p>Programs include wage subsidies, employment assistance services, labour market partnerships, and individual funding, for Métis people, administered through the Métis Employment Services Zone III office in Calgary.</p>
<p>Access - Aboriginal Community Career Employment Services Society http://www.accessfutures.com/</p>	<p>The Aboriginal Community Career Employment Services Society delivers an assortment of education, training, counselling, support and financial services designed to help members to overcome barriers that may stand in the way of success and self-sufficiency. The society develops partnerships with organizations and companies that match their needs to the needs of our Aboriginal clients.</p>



<p>Red Deer Aboriginal Employment Services</p> <p>http://www.rdaes.com/</p>	<p>Red Deer Aboriginal Employment Services is a non-profit organization that provides culturally appropriate employment assisted services to Aboriginal people in Red Deer and surrounding areas.</p>
<p>ATEC Aboriginal Training & Employment Centre</p> <p>http://www.ateckamloops.ca/</p>	<p>The Aboriginal Training and Employment Centre (ATEC) of Kamloops, BC delivers culturally sensitive employment services. Their goal is to assist Aboriginal people in the Kamloops area identify and overcome their potential barriers to employment, and find and maintain meaningful employment that fits their skills, abilities, and interests.</p> <p>ATEC provides the following services:</p> <ul style="list-style-type: none"> • Employment counselling and job readiness training • A job board updated daily • Information on financial assistance for training and skill enhancement • Referrals to additional employment and training resources • Computer access for job search and resume development • Free resume printing and faxing
<p>First Nations Employment Society</p> <p>http://www.fnes.ca/about</p>	<p>First Nations Employment Society (FNES) represents ten First Nations as well as on/off reserve people residing in the Vancouver Sunshine Coast areas. FNES manages an agreement with Service Canada on behalf of the ten First Nations with delegated authority for training and employment in the Vancouver Sunshine Coast region of British Columbia.</p>
<p>Sto:lo Aboriginal Skills & Employment Training</p> <p>http://www.saset.ca/</p>	<p>The SASET department is mandated by Aboriginal Skills & Employment Training Canada (ASETC) to implement the ASET Agreement for First Nations and Inuit people located in the Fraser Valley catchment area.</p> <p>The SASET Goal is to create quality training and access to employment opportunities for First Nations and Inuit persons residing in the service area through a process of identifying client needs and addressing those needs through effective program delivery.</p> <p>SASET has the following objectives:</p> <ul style="list-style-type: none"> • Provide quality intake, assessment and referral services • Assist each client in the development of a realistic action plan • Provide access to quality programming that will ensure client movement along the employability continuum to eventually reach their goals • Facilitate the development of effective partnerships and relationships with multiple stakeholders in Aboriginal employment and training.



<p>Saamis Aboriginal Employment & Training Association</p> <p>http://www.saamisaboriginal.ca/</p>	<p>Services available include:</p> <ul style="list-style-type: none"> • Employment assessment and action planning to help you meet employment goals • Employment counselling to help resolve individual labour market issues • Services for persons with disabilities • Assistance with entrance to, and funding for, post secondary and other training programs • Information and access to custom designed training projects specially designed to meet the needs for high demand occupations in Alberta • Information on scholarships and bursaries • Assistance to develop a high quality resume • Referral to jobs and employers • Assistance with interviewing skills • Career planning, educational and other labour market information • Access to computers, photocopiers and other resources • Monthly Networking Meetings
<p>Indian Agriculture Program of Ontario</p> <p>http://www.indianag.on.ca/</p>	<p>Indian Agricultural Program of Ontario (IAPO) is a non-profit Ontario corporation whose goal " has been to support agricultural economic development by providing agricultural financing, business advisory and extension services, as well as access to governmental agricultural programs."</p> <p>IAPO has operated a loans program and an advisory service component since 1984. Program delivery has involved all agricultural sectors – dairy, beef swine, poultry, agricultural crops, farm retail, farm repair and agri forestry. Businesses served are on or off reserve. IAPO has advanced over 50 million in loans since 1984. Agricultural businesses are located throughout Ontario.</p>
<p>First Nations Agricultural Association</p> <p>http://abdc.bc.ca/uad/other-aboriginal-research-practice-networks/f/first-nations-agriculture-lending-association</p>	<p>The First Nations Agricultural Association (FNAA) assists in the start-up promotion and sustainability of British Columbian Aboriginal agriculture businesses. The FNAA promotes and advocates for Aboriginal businesses while also providing "culturally appropriate assistance" through marketing, education, and financial products and services.</p>
<p>Newcomers / Immigrants</p>	



<p>PEI Association for Newcomers to Canada</p> <p>http://www.peianc.com/content/page/employment_neas</p>	<p>The Employment Assistance Service:</p> <ul style="list-style-type: none"> • Works with clients to identify career options in Canada • Helps with resumes, cover letters, interview preparation, and filling out application forms • Offers employment readiness workshops • Connects qualified individuals to employers • Helps with foreign credential recognition and applications to post-secondary education • Identifies opportunities to network with Canadian businesses • Assists with self-employment inquiries and refers to appropriate resources • Provides assistance to apply for available government wage subsidy programs • Helps identify volunteer opportunities to gain valuable Canadian work experience • Makes referrals to other programs and services as needed
<p>Saskatchewan Immigrant Nominee Program</p> <p>http://economy.gov.sk.ca/sinp</p>	<p>The Saskatchewan Immigrant Nominee Program (SINP) allows Saskatchewan to nominate applicants, who qualify under criteria established by the province, to the federal government for permanent residency. There are three categories within the SINP. These are: International Skilled Worker (again, NOC levels O, A or B), Saskatchewan Experience Category (a skilled worker currently working in the province for at least the past six months), or the Entrepreneur and Farm Category. The Entrepreneur and Farm Category is for applicants who wish to invest their management talent and capital in a Saskatchewan farm operation. It is for individuals with proven experience in farming and substantial capital available to invest.</p>
<p>Foreign Agricultural Resource Management Services (FARMS)</p> <p>http://farmsontario.ca/contact.php</p>	<p>Foreign Agricultural Resource Management Services facilitates and coordinates the processing of requests for foreign seasonal agricultural workers. Authorized by Human Resources Skills Development Canada, F.A.R.M.S. performs an administrative role to the Caribbean and Mexican Seasonal Agricultural Workers Program.</p>
<p>Alberta Immigrant Nominee Program</p> <p>http://www.albertacanada.com/opportunity/immigrating/ainp.aspx</p>	<p>For agricultural roles, the applicant would need to be classified as a skilled worker or an entry-level or semi-skilled worker (specifically, food processing). If applying as a skilled worker, the applicant would need to prove qualifications as one of the following:</p> <ul style="list-style-type: none"> • Manager in agriculture, horticulture and aquaculture • Contractors and supervisors, agriculture, horticulture and related operations and services • Supervisors, processing and manufacturing occupations



<p>British Columbia Provincial Nominee Program</p> <p>http://www.welcomebc.ca/Immigrate/About-the-BC-PNP.aspx</p>	<p>The BC Provincial Nominee Program (PNP) is an economic immigration program designed to help B.C. meet its evolving labour market needs. The program helps employers attract and retain qualified foreign workers who have the skills and experience to contribute to B.C.'s economy. Under the Skills Immigration stream, B.C. welcomes skilled workers, recent international graduates from Canadian colleges and universities, and entry-level and semi-skilled workers in certain occupations. The BC Provincial Nominee Program's (PNP) Skills Immigration stream is intended for people with the skills, experience and qualifications needed by B.C. employers. This stream is designed for individuals who would like to live and work in B.C. and become a permanent resident of Canada.</p> <p>For agricultural roles, the applicant would need to be classified as a skilled worker or an entry-level or semi-skilled worker (specifically, food processing). If applying as a skilled worker, the applicant would need to prove qualifications as one of the following:</p> <ul style="list-style-type: none"> • Manager in agriculture, horticulture and aquaculture • Contractors and supervisors, agriculture, horticulture and related operations and services • Supervisors, processing and manufacturing occupations
<p>Manitoba Provincial Nominee Program</p> <p>http://www.immigratemanitoba.com/apply-to-mpnp/mpnp-eligibility/</p>	<p>The Manitoba Provincial Nominee Program (MPNP) seeks skilled workers, businesspeople and their families who have a demonstrated connection to the Canadian province of Manitoba and the documented intention and ability to successfully settle and economically establish in our province as permanent residents. Manitoba Employment: Applications are accepted at any time year-round from temporary foreign workers and international student graduates who are currently working in Manitoba, having been offered a permanent job after six months with their Manitoba employer.</p> <p>Skilled Workers with a Connection to Manitoba: Applications are accepted – during intake periods set annually by the MPNP – from qualified skilled workers who are not currently working in Manitoba but demonstrate a strong connection to the province through family or friends, past education or employment, or by invitation of the MPNP, and be assessed sufficient points on five eligibility factors – age, English proficiency, work experience, education and adaptability.</p>
<p>New Brunswick Provincial Nominee Program</p> <p>http://www.welcomenb.ca/content/wel-bien/en/immigrating_and_settling/how_to_immigrate/new_brunswick_provincialnomineeprogram.html</p>	<p>The NB Provincial Nominee Program's (PNP) is intended for people with the skills, experience and qualifications needed by NB employers. This stream is designed for individuals who would like to live and work in NB and become a permanent resident of Canada.</p> <p>For agricultural roles, the applicant would need to be classified as a skilled worker or an entry-level or semi-skilled worker (specifically, food processing). If applying as a skilled worker, the applicant would need to prove qualifications as one of the following:</p> <ul style="list-style-type: none"> • Manager in agriculture, horticulture and aquaculture • Contractors and supervisors, agriculture, horticulture and related operations and services • Supervisors, processing and manufacturing occupations • Agriculture and horticulture worker (Skill level D; English language testing required)



<p>Nova Scotia Nominee Program</p> <p>http://novascotiainmigration.com/immigrate/</p>	<p>Similar to other provinces, once the person has decided that he/she wants to live and work permanently in Nova Scotia, there are several nominee program streams that could be applicable.</p> <p>Under the 'Skilled Worker' stream, also like other provinces, the applicant must fit into certain jobs as a skilled, semi-skilled, or low-skilled applicant. Another option in Nova Scotia is the 'Family Business Worker' stream. For this stream, the applicant must be a close family member and must have an offer of employment from their established family member in Nova Scotia. Persons that typically fall under the 'low-skilled' worker stream are not eligible to apply in this stream.</p> <p>Following this application, a nominee certificate may or may not be awarded. If awarded, the applicant must then apply to Citizenship and Immigration Canada for a permanent resident Visa. Additional requirements are necessary with the possibility of an interview also required. The CIC has the final authority to issue a permanent resident visa.</p>
<p>Citizenship and Immigration Canada</p> <p>http://www.cic.gc.ca/english/</p>	<p>CIC and its visa offices at Canadian embassies, high commissions and consulates outside Canada process applications for work permits to determine who is eligible to work in Canada. In most cases, CIC is the first point of contact for many foreign workers who want to work in Canada, although under certain circumstances, they may apply for a work permit at a port of entry.</p>
<p>New Brunswick Temporary Foreign Workers</p> <p>http://www2.gnb.ca/content/dam/gnb/Departments/petlepft/PDF/PopGrowth/TemporaryForeignWorkersEmployerGuide.pdf</p>	<p>There are also a number of employment programs that allow employers to partner or receive financial assistance when hiring newcomers. The hiring of temporary foreign workers can be an innovative solution to addressing staffing needs. The federal government's Temporary Foreign Worker Program admits eligible foreign workers to work in Canada for an authorized temporary period, typically ranging from three months up to three or four years.</p>



<p>Centre for Newcomers</p> <p>http://www.centrefornewcomers.ca/employment.shtml</p>	<p>The Centre's professional career practitioners specialize in helping people with international training, education or work experience succeed in the Calgary labour market.</p> <p>The Centre's training programs provide opportunities to develop your employability and communication skills, while you train for a new occupation or further develop professional skill in your previous occupation.</p> <p>Employment Services personnel can support you in many ways:</p> <ul style="list-style-type: none"> • assistance with employment insurance applications. • training and cultural information about Canadian workplaces. • adapting and marketing your skills to succeed in the Calgary labour market. • training in job search skills that lead to success. • fax, phone, computers, job board and other resources to assist in your job search. • labour market research. • networking and opportunities to meet employers. • career guidance and support. • planning your education. • finding training programs to suit your skills and experience. • business English and communication skills.
<p>Edmonton Mennonite Centre for Newcomers</p> <p>www.emcn.ab.ca</p>	<p>The EMCN provides programs and services that enables immigrants to participate fully with equity, dignity and respect in all aspects of their lives as newcomers to Canada. Some of the services offered include: Settlement services, Career and Employment, English Language services, and Community support services.</p> <p>Career and Employment services provide: Labour market information, Career Research, Self-Assessment tools, Employment Readiness classes featuring information on workplace culture and communications, hidden job markets, resume and cover letters preparation, interview skills, referrals to potential employers, job club facilitation, and outreach employment readiness workshops. Programs and services are free to immigrants.</p>
<p>Immigrate to Alberta Information Service</p> <p>http://www.albertacanada.com/immigration/help.aspx</p>	<p>The Immigrate to Alberta Information Service provides information on working in Alberta and permanent and temporary residency in Alberta. The service is accessible by email or phone and is used by Alberta employers, temporary foreign workers and the general public. The Immigrate to Alberta Information Service is staffed by knowledgeable Economic Immigration Specialists who are available to respond to enquiries and provide information about a wide range of topics including:</p> <ul style="list-style-type: none"> • The Alberta Immigrant Nominee Program (AINP). • Employer and employee eligibility criteria under the AINP. • The steps and process for applying to the AINP. • Labour Market Opinions (LMOs). • Work permits. • International Qualifications Assessment Service (IQAS). • Recognition of foreign qualifications and assessment of credentials. • General information on options for permanent and temporary immigration.



<p>Service Canada</p>	<p>Service Canada processes applications from employers for Labour Market Opinions (LMOs) and ensures that all necessary requirements are met. An LMO is an opinion provided by Service Canada to employers which assesses the likely impact that hiring the requested foreign worker(s) may have on the Canadian labour market. Service Canada Centres process foreign worker requests (LMO applications) in each province.</p>
<p>Immigrant Settlement and Integration Services http://www.isisns.ca/</p>	<p>Immigrant Settlement and Integration Services (ISIS) is an organization that welcomes immigrants to Nova Scotia. Working in partnership, it offers services and creates opportunities to help newcomers to build a future in Canada. ISIS provides a wide range of services to immigrants, from refugee resettlement to professional programs, from family counselling to English in the Workplace.</p> <p>ISIS offers several employment support services including: employment counselling, professional mentors, career pathway loans, practice interviews, work placement programs, skills match services, and on-site recruitment and career information sessions.</p>
<p>Calgary Catholic Immigration Society http://www.ccis-calgary.ab.ca/</p>	<p>The Calgary Catholic Immigration Society offers comprehensive resettlement and integration services to refugees and immigrants. The Society delivers these services through a dynamic multicultural, multilingual and multidisciplinary team of professionals who collectively speak over 70 languages. Services include: business employment and training, community development and integration, family and children services, resettlement and integration, and health and wellness</p>
<p>International Student Recruitment, University of Manitoba http://umanitoba.ca/faculties/afs/ieap/About_IEAP.html</p>	<p>The Faculty of Agricultural and Food Sciences offers the Internationally Educated Agrologists Post-Baccalaureate Diploma Program (IEAP). This one-year program is a pathway for Internationally Educated Agrologists (IEAs) to gain formal recognition of their non-Canadian credentials by the Manitoba Institute of Agrologists (MIA).</p> <p>The program "assists new Manitobans with an agricultural degree from outside of Canada to achieve meaningful work in their field, and to help the Manitoba agricultural industry discover new talent."</p> <p>For those with a background in: agronomy, agribusiness & agricultural economics, animal science, entomology, food science, plant science, and/or soil science, the IEAP "provides Internationally Educated Agrologists with a Canadian agricultural context and a Canadian Professional Brand to best use their expertise and transfer their skills in their new country."</p>



Appendix B - Tables to Support In-text Statistics

Number and distribution of the population reporting an Aboriginal identity and percentage of Aboriginal people in the population, Canada, provinces and territories, 2011

Provinces and territories	Aboriginal identity population	Percent distribution	Aboriginal identity population as a percentage of the total population
Canada	1,400,685	100.0	4.3
Newfoundland and Labrador	35,800	2.6	7.1
Prince Edward Island	2,230	0.2	1.6
Nova Scotia	33,845	2.4	3.7
New Brunswick	22,615	1.6	3.1
Quebec	141,915	10.1	1.8
Ontario	301,425	21.5	2.4
Manitoba	195,900	14.0	16.7
Saskatchewan	157,740	11.3	15.6
Alberta	220,695	15.8	6.2
British Columbia	232,290	16.6	5.4
Yukon	7,705	0.6	23.1
Northwest Territories	21,160	1.5	51.9
Nunavut	27,360	2.0	86.3

Note: Please refer to [Box 6: Concepts and definitions](#) at the end of the document for concepts and definitions.
Source: Statistics Canada, National Household Survey, 2011.

Table 1 - Number and Distribution of the Population Reporting an Aboriginal Identity and Percentage of Aboriginal People in the Population, Canada, Provinces and Territories, 2011 (Statistics Canada)

Age distribution and median age for selected Aboriginal identity categories, Canada, 2011

Age groups and median age	Total Aboriginal identity population		First Nations single identity		Métis single identity		Inuit single identity		Non-Aboriginal identity population	
	number ¹	%	number	%	number	%	number	%	number	%
Total - Age groups	1,400,685	100.0	851,560	100.0	451,795	100.0	59,445	100	31,451,635	100.0
0 to 24 years	646,620	46.2	415,660	48.8	184,455	40.8	32,110	54.0	9,270,245	29.5
0 to 14 years	392,105	28.0	258,795	30.4	104,415	23.1	20,160	33.9	5,200,695	16.5
0 to 4 years	136,100	9.7	90,995	10.7	34,860	7.7	7,195	12.1	1,737,585	5.5
5 to 9 years	125,835	9.0	83,490	9.8	32,845	7.3	6,700	11.3	1,677,585	5.3
10 to 14 years	130,170	9.3	84,310	9.9	36,710	8.1	6,270	10.5	1,785,520	5.7
15 to 24 years	254,515	18.2	156,865	18.4	80,035	17.7	11,950	20.1	4,069,550	12.9
25 to 64 years	671,380	47.9	389,215	45.7	237,705	52.6	24,905	41.9	17,712,545	56.3
65 years and over	82,690	5.9	46,690	5.5	29,635	6.6	2,425	4.1	4,468,850	14.2
Median age (years)	28	...	26	...	31	...	23	...	41	...

... not applicable

¹ The estimates for the three Aboriginal groups do not add to the total Aboriginal identity population because only selected Aboriginal identity categories are shown.

Note: Please refer to [Box 6: Concepts and definitions](#) at the end of the document for concepts and definitions.
Source: Statistics Canada, National Household Survey, 2011.

Table 2 - Age Distribution and Median Age for Selected Aboriginal Identity Categories, Canada, 2011 (Statistics Canada)



Aboriginal identity population, Canada, 2011

Aboriginal identity	Number	Percent
Total Aboriginal identity population	1,400,685	100.0
First Nations single identity	851,560	60.8
First Nations single identity (Registered or Treaty Indian)	637,660	45.5
First Nations single identity (not a Registered or Treaty Indian)	213,900	15.3
Métis single identity	451,795	32.3
Inuit single identity	59,445	4.2
Multiple Aboriginal identities	11,415	0.8
Aboriginal identities not included elsewhere	26,475	1.9

Note: Please refer to [Box 6: Concepts and definitions](#) at the end of the document for concepts and definitions.
Source: Statistics Canada, National Household Survey, 2011.

Table 3 - Aboriginal Identity Population, Canada 2011 (Statistics Canada)



Immigrant status	Labour force characteristics	Age group	2009	2010	2011	2012	2013
Total population ³	Unemployment rate (rate) ¹²	15 years and over	8.3	8.0	7.4	7.2	7.1
		15 to 24 years	15.2	14.8	14.2	14.3	13.7
		25 to 54 years	7.1	6.9	6.2	6.0	5.9
		55 years and over	6.5	6.4	6.3	6.0	6.0
	Employment rate (rate) ¹⁴	15 years and over	61.6	61.6	61.8	61.8	61.8
		15 to 24 years	55.5	55.0	55.4	54.5	55.1
		25 to 54 years	80.3	80.5	81.0	81.4	81.5
		55 years and over	32.8	33.7	34.1	34.7	35.1
Landed immigrants ⁴	Unemployment rate (rate) ¹²	15 years and over	10.0	9.8	8.7	8.3	8.1
		15 to 24 years	20.2	19.4	16.3	16.6	16.3
		25 to 54 years	9.6	9.5	8.4	7.9	7.7
		55 years and over	7.8	7.6	7.2	7.1	6.9
	Employment rate (rate) ¹⁴	15 years and over	55.9	56.3	56.4	57.5	57.3
		15 to 24 years	45.6	43.4	44.3	44.1	44.5
		25 to 54 years	74.9	75.2	75.6	76.7	77.0
		55 years and over	32.0	33.4	32.7	33.7	33.0
Born in Canada	Unemployment rate (rate) ¹²	15 years and over	7.8	7.5	7.1	6.9	6.7
		15 to 24 years	14.6	14.2	14.0	13.9	13.3
		25 to 54 years	6.4	6.1	5.5	5.4	5.3
		55 years and over	6.1	5.9	6.0	5.6	5.7
	Employment rate (rate) ¹⁴	15 years and over	63.3	63.3	63.5	63.3	63.3
		15 to 24 years	57.4	57.0	57.5	56.7	57.3
		25 to 54 years	82.2	82.4	82.9	83.2	83.3
		55 years and over	33.1	33.8	34.6	35.1	35.9

Table 4 - Immigrant Status, Labour Force Characteristics, and Age Groups 2009-2013 (Statistics Canada)



Prevalence of disability for adults by sex and age group, Canada, 2012

Age groups ¹	Total population	Persons with disabilities	Prevalence of disability
		number	%
Both sexes			
Total - aged 15 and over	27,516,200	3,775,910	13.7
15 to 64	23,187,350	2,338,240	10.1
15 to 24	4,462,850	195,720	4.4
25 to 44	9,159,860	598,680	6.5
45 to 64	9,564,640	1,543,840	16.1
65 and over	4,328,850	1,437,670	33.2
65 to 74	2,486,790	653,900	26.3
75 and over	1,842,070	783,770	42.5
Males			
Total - aged 15 and over	13,559,290	1,699,020	12.5
15 to 64	11,603,340	1,097,360	9.5
15 to 24	2,280,020	101,870	4.5
25 to 44	4,581,300	273,940	6.0
45 to 64	4,742,020	721,550	15.2
65 and over	1,955,950	601,670	30.8
65 to 74	1,190,730	297,460	25.0
75 and over	765,220	304,200	39.8
Females			
Total - aged 15 and over	13,956,910	2,076,890	14.9
15 to 64	11,584,010	1,240,880	10.7
15 to 24	2,182,830	93,850	4.3
25 to 44	4,578,560	324,740	7.1
45 to 64	4,822,620	822,290	17.1
65 and over	2,372,900	836,010	35.2
65 to 74	1,296,050	356,440	27.5
75 and over	1,076,850	479,570	44.5

1. Age is calculated as of May 10, 2011.

Table 5 - Prevalence of Disability for Adults by Sex and Age Group, Canada 2012 (Statistics Canada)



	24 years and under				25 to 34 years			
	Men		Women		Men		Women	
	1981	2012	1981	2012	1981	2012	1981	2012
percentage								
Unemployment rate								
All provinces	13.7	15.9	11.7	12.6	6.2	7.5	8.3	6.2
Oil-producing provinces	9.0	10.4	8.1	9.1	4.2	4.4	5.0	4.6
Other provinces	14.7	17.1	12.4	13.3	6.7	8.1	8.9	6.6
Full-time employment rate								
All provinces	50.0	32.4	40.7	24.9	87.0	78.5	47.7	61.7
Oil-producing provinces	59.8	45.3	45.6	33.7	90.2	85.9	46.4	60.9
Other provinces	48.0	29.9	39.7	23.2	86.3	76.9	47.9	61.9
Full-time employment rate excluding full-time students								
All provinces	72.1	57.1	57.8	46.1	88.5	82.4	48.3	64.8
Oil-producing provinces	79.8	71.3	61.1	56.3	91.3	88.9	46.9	62.8
Other provinces	70.5	54.0	57.1	43.9	87.9	80.9	48.5	65.2
in 2012 dollars								
Median real wage								
All provinces	16.69	14.49	14.04	12.93	23.40	22.59	18.18	20.53
Oil-producing provinces	18.65	16.64	14.90	14.42	24.39	25.95	18.45	20.19
Other provinces	16.33	13.92	13.72	12.60	23.23	21.87	18.18	20.66

Table 6 - Summary Table of Employment Conditions of Young People, 1981-2012 (Statistics Canada)



Appendix B - Summary Report from Interviews and Focus Groups



Canadian Agricultural Human Resource Council

Summary Report for Consultations with Representatives of Employment Agencies Working with Under-Represented Groups: Interview and Web Focus Group Findings

Submitted: January 28, 2015



Table of Contents

Section	Section Title	Page
1.0	Introduction	1
2.0	Methodology	1
3.0	Findings from One-on-one Interviews	2
4.0	Findings from Web Focus Groups	9
5.0	Reference List	14
6.0	Appendix A - Focus Group Guides	15



1.0 Introduction

The Canadian Agricultural Human Resource Council (CAHRC) is a national not-for-profit organization that focuses on addressing human resource-related issues in agricultural businesses across Canada. One major issue effecting Canadian agricultural businesses is a shortage of human resources. In response to this challenge, the CAHRC has contracted The Competency Group to investigate barriers to employment and opportunities to participate in employment among groups in the Canadian population that are currently under-represented in the workforce.

Through previous project phases, three groups have been identified for further investigation: Aboriginal people, Persons with Disabilities, and Immigrants. The project team investigated barriers and opportunities for employment for the three identified groups through one-on-one interviews and focus groups with representatives of employment services agencies that serve the three under-represented groups. An additional six validation focus groups will be conducted with industry over the next two months to validate the findings of the interviews and employment services focus groups. Resulting from this focused research and analysis, the CAHRC will move forward with a pilot project to provide labour market supports for one of the under-represented group in the hopes of increasing their representation in the agricultural workforce.

This report – *Summary Report for Consultations with Representatives of Employment Agencies Working with Under-Represented Groups: Interviews and Web Focus Group Findings* – will summarize:

- the barriers to employment as identified through one-on-one interviews with representatives from each under-represented group;
- suggestions on how the agricultural sector can improve upon the perception of the industry to attract more workers from these under-represented groups;
- findings from three web focus groups with organizations directly involved in labour force development among under-represented groups; and
- suggestions on how the identified barriers could be addressed to improve upon the opportunities for participation among traditionally under-represented groups.

This report offers insights into the findings from sixteen one-on-one interviews as well as three web focus groups (one with each under-represented group). It also provides concrete suggestions for addressing barriers and attracting 'non-traditional workers' to the industry.

2.0 Methodology

To investigate barriers to employment for these three under-represented groups, sixteen one-on-one interviews and three web focus groups have been conducted. This report reflects the information obtained from these conversations; however, a larger number of people may need to be consulted to gain a clearer understanding of the broader context.

Interviews

Sixteen interviews were conducted from November 27 - December 22, 2014 with representatives of employment services agencies that work with the three under-represented groups. These agencies were identified through targeted online research as well as from recommendations by project Advisory Committee



members. The project team conducted at least five interviews with each group. Six interviews were conducted with representatives of employment agencies that work with Immigrants. Interviewees were asked five core questions which were designed to identify their experience in finding employment placements for each under-represented group, and, in particular, with placing their clients within the agricultural sector. The five core questions were:

1. Do you have experience trying to find work placements for Aboriginal people, Persons with Disabilities, and Immigrants?
2. Do you have any experience trying to find placements within the agricultural sector?
3. What sorts of barriers do Aboriginal people, Persons with Disabilities, and Immigrant clients face in trying to find work within the agricultural sector?
4. What types of supports does your organization have in place to help assist clients into the work force?
5. What could the agricultural industry do to work with your organization or support your organization to encourage Aboriginal people, Persons with Disabilities, and Immigrants to work in the agricultural sector?

Additional follow-up questions were posed, as required, to further probe the responses. Following the completion of the interviews, responses to each question were analyzed for common themes among and between under-represented groups. From this analysis, interview guides were developed for three web focus groups - one for each under-represented group.

Web Focus Groups

Following the completion of the one-on-one interviews, three web focus groups were conducted with representatives of employment services agencies that provide services to each of the under-represented groups. The participants for the web focus groups were recruited at the same time as participants for the one-on-one interviews, using a combination of internet research and recommendations from Advisory Committee members. Some focus group participants had also completed a one-on-one interview. The goals of the focus groups were to validate the findings of the one-on-one interviews and to examine the barriers to employment and strategies for overcoming them in greater detail. Three focus groups were held from January 6 - 9, 2015. The consultant team utilized the findings from the interviews to develop three focus group guides, one to explore the employment barriers and strategies of each under-represented group. Each guide featured three or four major barriers that were identified through the interview phase. Each barrier was investigated to identify options or opportunities to address the barriers for the particular group. The focus group guides can be found in Appendix A (page 15).

Following the completion of the web focus groups, responses to each question were again analyzed for common themes among and between under-represented groups. The findings of this phase will be validated through six (upcoming) in-person focus groups with agricultural employers. Following these validation focus groups, one under-represented group will be selected for further analysis and participation in a pilot project with the CAHRC.

3.0 Findings from One-on-one Interviews

Sixteen one-on-one interviews were conducted. Each interviewee represented an employment services agency that works directly with Aboriginal people, Persons with Disabilities, and/or Immigrants.



The following section presents summaries of the one-on-one interviews organized under three headings: representatives of employment services agencies working with Aboriginal people; representatives of employment services agencies working with Immigrants; and, representatives of employment services agencies working with Persons with Disabilities.

Interviews with Representatives of Employment Services Agencies Working with Aboriginal People

The consultant team conducted five interviews with Aboriginal individuals who have direct experience finding work placements for Aboriginal people. Several of the interviewees also had experience finding work placements within the agriculture sector. Their responses are organized according to the following headings: barriers to employment, supports offered by organizations, and recommended strategies to support employment participation with the agriculture sector.

BARRIERS TO EMPLOYMENT

Several barriers to employment were identified during the interviews. The most common barriers cited were lack of transportation, communication challenges, and substance abuse issues. These barriers are described below.

Transportation Barriers

Lack of transportation was identified as a barrier to employment by all interviewees. Interviewees said that many band members do not have a driver's licence or may not have access to a vehicle. Public transportation was also cited as a barrier to employment for Aboriginal people. Some reserves do not have access to public transportation, whereas, when public is available it may be considered too expensive to use.

Communication Challenges

The overarching message related to communication challenges was that every community is unique and therefore needs direct dialogue. It is incorrect to assume that an approach that works on one reserve will work on all reserves. Communicating within each band presents a challenge, particularly with members that live off-reserve. Employment counsellors said they often have no way to communicate broadly so when there are job openings or opportunities, there is no efficient way to spread the word to the community.

One interviewee identified the importance of having a local community leader to champion employment initiatives. The individual recalled several programs that were initiated on a reserve that seemed to appeal to community members; however, when the program leader left the community, the programs did not continue. "If there is not a champion in the community to drive initiatives, they fail," he said.

Substance Abuse Issues

The employment counsellors interviewed identified employment barriers related to substance abuse for their clients. Interviewees commented that drug and alcohol abuse is a prevalent issue among the clients they work with.



Interviewees stated that psychological issues resulting from the Residential School Effect⁴ and the 'Sixties Scoop'⁵ have left some Aboriginal people feeling isolated and that they do not 'belong' in either mainstream society or their Aboriginal society.

Other Barriers Identified

There were other barriers identified through the one-on-one interviews. These included:

- discrimination and bias - e.g., not offered the same opportunities as non-Aboriginal persons
- poverty - e.g., inability to purchase a vehicle or travel on public transportation or to pursue advanced education
- location of reserves - e.g., may interfere with ability to travel to work sites
- differences in lifestyles - e.g., employers are not open to providing days off for Aboriginal ceremonies when it interferes with harvesting
- inadequate family supports - e.g., inability to find suitable child care

SUPPORTS OFFERED BY ORGANIZATIONS

Interviewees indicated that their organizations offered a variety of employment supports, for example:

- one-on-one employment counselling
- job readiness skills training
- financial supports to assist clients in job searches, job starts, and training program costs
- cover letter development
- help with job searches
- job interview practice
- labour market information and job postings
- resume development
- access to computers, printers, and fax machines

STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION

Interviewees offered several suggestions for how the agricultural sector could increase participation of their clients within the sector. Similar to the findings of the previous phases of this project, education and communication were identified as key employment supports for Aboriginal people.

Education Strategies

Interviewees recommended that 'hands-on' learning opportunities for clients (e.g., on-the-job trials, 'farm days') would provide an invaluable experience for community members that could lead to successful employment in agriculture. Furthermore, they recommended that these learning opportunities should happen on the reserve rather than requiring Aboriginal people to leave their support systems and culture.

Interviewees recommended that it would be very beneficial to create an on-reserve mentoring program to educate Aboriginal people about the agricultural industry. Several interviewees suggested developing a community-made plan for agricultural learning projects such as development of a community garden, a market garden, or bee keeping, for example. The plan should be developed with community input and include someone on reserve to champion its completion. The need for funding support for employment programs was also mentioned during the interviews.

⁴ (<http://indigenousfoundations.arts.ubc.ca/home/government-policy/the-residential-school-system.html>. Accessed January 13, 2015)

⁵ (<http://indigenousfoundations.arts.ubc.ca/home/government-policy/sixties-scoop.html>. Accessed January 13, 2015)



Communication Strategies

As mentioned in the *Barriers to Employment* section, interviewees recommended that direct dialogue with each community is required to communicate with Aboriginal people as each community has unique needs, agendas, and agricultural suitability and capabilities.

Interviewees suggested that the agriculture sector should provide their employment services agencies with information about the jobs and careers that are available in the industry as well as specific details about job task requirements. Several interviewees said they would like to information (e.g., pamphlets, information cards, newsletters, and links to websites) that inform them of the opportunities available in their locales to share with their members. For example, one employment counsellor said, "I'd like to know what the agriculture sector in our area needs. I have no idea." And more specifically, employment service interviewees said they would like to know the specifics of the jobs.

Education and communication strategies were the two main suggestions for how the agricultural industry could support employment services agencies working with Aboriginal clients. Other suggestions included wage subsidies, employment project funding, assistance with coordinating transportation to and from jobsites, and on-reserve support services for members with substance abuse issues to provide opportunities for healing and entry or re-entry into the workforce.

Interviews with Representatives of Employment Services Agencies Working with Immigrants

All interviewees had direct experience trying to find work placements for Immigrant workers, and some interviewees had experience locating work placements within the agriculture sector.

BARRIERS TO EMPLOYMENT

Several barriers to employment were identified during the interviews. The most common barriers cited were unfavourable attitudes of employers toward Immigrants as employees, employment services agencies not understanding the jobs and careers available in agriculture, the lack of transportation to agricultural job sites, and language barriers.

Unfavorable Attitudes of Employers Toward Immigrants as Employees

All interviewees indicated that unfavourable employer attitudes towards Immigrants is a barrier to employment. Comments such as: "Employers think they're doing Immigrants a favor by hiring them," and "Employers do not see the potential enrichment that immigrants can add to their work places," were echoed repeatedly during the interviews. Immigrant serving agency representatives indicated that agricultural employers need to be educated about the benefits of hiring immigrants. There is a perception by employers that Immigrants can only perform lower-paid, labourer level jobs. Interviewees suggested that this limited perception needs to be addressed as Immigrants have many skills and often have direct experience in agriculture that can be beneficial to employers.

Employment Services Agencies do not Understand the Jobs and Careers Available in Agriculture

All interviewees from employment services agencies who work with Immigrants identified the need for information about the agriculture sector, and about the occupations available within it. There is a general lack of knowledge about the job opportunities and careers that are available in agriculture. Therefore, employment



counsellors do not know where to refer clients and are unable to identify the options available for optimizing immigrants' transferable skills. In addition to a general listing of occupations and job openings, employment services representatives would benefit greatly from having detailed job descriptions that include, for example, physical requirements, hours of operation, typical working conditions, etc. This information would enable them to better match their clients with employers thereby improving upon the chances of a win-win employment arrangement.

Transportation Barriers

Access to transportation was identified as a major barrier to employment for Immigrant workers. Interviewees stated that many Immigrants do not possess a driver's license and vehicle. A lack of public transportation to rural areas and the prohibitive cost of public transportation were also identified as barriers to employment by interviewees.

Language Barriers

Language was the fourth major barrier to employment that was identified by interviewees. Interviewees indicated that while the Canadian workplace is fortunate to have access to Immigrant populations from many countries around the world, employers often do not speak the language(s) of the workers they employ. Immigrants participate in English as a second language (ESL) training in an effort to bridge this gap; however, these courses are often of a general nature and do not include opportunities to learn agriculture-specific language.

Aside from the obvious communication issues that differing languages present, interviewees expressed that language barriers can also cause safety concerns. On worksites where machinery and technology are used, it is critical that the employer can guarantee that Immigrants fully understand the operational directions and safety protocols for each piece of equipment.

Other Barriers Identified

There were other barriers to employment for Immigrants identified through the one-on-one interviews. These included:

- immigrants are often on social assistance - e.g., inability to purchase a vehicle or travel on public transportation or to pursue advanced education
- single parents - e.g., inability to find suitable child care or earn enough money to support family
- cultural differences - e.g., employers not open to accommodating religious holidays
- physical fitness - e.g., may not be able to tolerate the heavy manual labour
- stigma - e.g., not offered the same opportunities as non-Immigrants
- lack of Canadian work experience - e.g., often a job requirement which they cannot meet
- isolation in small or remote communities - e.g., may interfere with ability to travel to work sites
- seasonal nature of work - e.g., seasonal agricultural employment is not suitable as they are seeking full-time employment to support their families
- lack of community support - e.g., no language supports for family members, seen as outsiders rather than part of the community

SUPPORTS OFFERED BY ORGANIZATIONS



The range of supports offered by the services agencies working with Immigrants we contacted included, for example:

- one-on-one employment counselling
- job readiness skills training
- financial supports to assist clients in job searches, job starts, and program costs
- help with job searches
- job interview practice
- labour market information and job postings
- resume development
- access to computers, printers, and fax machines
- cover letter development

Some employment services agencies also included Essential Skills training, assistance with housing and school searches, training needs assessments, mentorship, networking, interpreter services, and labour market language programs.

STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION

Interviewees offered several suggestions on ways that the agricultural industry could offer support to their organizations to increase employment of Immigrants in the agriculture sector.

Interviewees offered many examples of ways the agricultural sector could educate themselves and their clients about the industry. For example, the following suggestions were provided:

- provide mentorship and connectors to agriculture opportunities
- provide educational workshops to settlement agencies and associations about job opportunities, career paths, and the benefits of Immigrants to consider agricultural employment
- participate in career fairs and job information fairs to promote the benefits and opportunities of agricultural employment
- participate in human resource conferences and panels to promote the benefits and opportunities of agricultural employment
- assist in developing programs to meet the specific job requirements of agricultural employers
- provide information about the sector and ensure it remains current
- provide information about careers, jobs, and current openings
- provide a list of jobs that are 'doable' for low-language clients
- provide agencies with a local listing of education and training programs relative to the sector
- provide hands-on learning opportunities (e.g., bring Immigrant students into classrooms, onto farms, or into companies)

Other suggestions included wage subsidies, assistance with coordinating transportation to and from jobsites, and collaborating with employers to create proposals for Federal and Provincial funding for placements and training.

Interviews with Representatives of Employment Services Agencies Working with Persons with Disabilities

All interviewees had direct experience trying to find work placements for Persons with Disabilities, and some interviewees had experience locating work placements within the agriculture sector.



BARRIERS TO EMPLOYMENT

Several barriers to employment for Persons with Disabilities were identified during the interviews. The most common barriers cited were unfavourable attitudes of employers toward Persons with Disabilities as employees, employment services agencies not understanding the jobs and careers available in agriculture, lack of transportation, and perceptions by employers that jobs must be customized to meet the capabilities of Persons with Disabilities - a practice that is commonly labelled as "job carving."⁶

Unfavourable Attitudes of Employers Toward Persons with Disabilities as Employees

The perceptions and attitudes of employers towards Persons with Disabilities were cited as barriers to employment by all interviewees. Interviewees commented that there is an assumption by employers that Persons with Disabilities can only perform limited tasks and seek employment in only in basic jobs. Interviewees indicated that employers perceive that the number of workplace accidents may increase if they hire Persons with Disabilities and that they need to be treated differently from other workers (i.e., cannot be fired). Finally, the representatives said they often have to show or explain to employers the benefits of hiring Persons with Disabilities in an effort to change their perceptions.

Employment services agencies do not Understand the Jobs and Careers Available in Agriculture

All representatives from employment services agencies that work with Persons with Disabilities indicated that they need information about the agriculture sector and about the occupations available within the sector. Interviewees commented that there is a general lack of knowledge about agricultural job opportunities and careers which limits their ability to find job placements that are beneficial to the employer and the client, particularly when coupled with the particular disabilities of each client.

Transportation Barriers

Transportation was identified as a major barrier to employment for Persons with Disabilities. Interviewees stated that some of their clients did not have a driver's license and vehicle. A lack of public transportation to rural areas and the prohibitive cost of public transportation were also identified as barriers to employment by interviewees.

Requirement to Job Carve

Several interviewees commented that, in order to create an employment opportunity for a person with a disability, they often have to customize an existing job or create a new job where one currently does not exist. They referred to this practice as "job carving." Interviewees said that because of their clients' specific abilities, many job descriptions are not suitable to be performed in their entirety by their clients. Service agencies often review the job description to determine which skills and functions their clients are able to do.

Other Barriers Identified

There were other barriers identified through the one-on-one interviews. These included:

- finding jobs in rural areas - e.g., there are limited job opportunities available in rural areas and Persons with Disabilities must compete with able-bodied people

⁶ Interviewees defined "job carving" as creating a job where one currently does not exist and/or customizing an existing job to the capabilities of their clients.



- lack of work experience - e.g., many clients do not have work experience which is often cited as a job requirement
- lack of education - e.g., some Persons with Disabilities do not meet the education requirements stated in job ads; however, employment counsellors indicated that their clients often possess the skills required to do the job

SUPPORTS OFFERED BY ORGANIZATIONS

The range of supports offered by the organizations we spoke with included, for example:

- employment readiness workshops (e.g., 90-day survival video)
- one-on-one assessment tools to determine interests and capabilities
- mentoring opportunities
- job shadowing and on-the-job support
- help with job searches and advocating for clients' abilities and interests
- wage subsidies and provisions for special equipment (e.g., ramps, chairs, winter apparel)
- access to computers, printers, and fax machines
- cover letter and resume development
- job interview practice

STRATEGIES TO SUPPORT EMPLOYMENT PARTICIPATION

Interviewees offered several suggestions on ways that the agricultural industry could offer support to their organizations. These suggestions included: provide employment services agencies with information about the industry and the jobs and careers that are available; provide detailed descriptions in job ads of the skills required for the job and select employees based on their skills rather than educational attainment; attend job fairs or information sessions held at the agencies so that clients can hear first-hand information about the industry; allow for site visits so that clients can see what working on a farm is like; share success stories with other employers to help change negative perceptions; provide opportunities for direct dialogue with agencies and clients; and provide job shadowing opportunities.

4.0 Findings from Web Focus Groups

Three web focus groups were conducted, one session with representatives of employment agencies that work with each under-represented group. During each focus group, the major barriers that were identified through the one-on-one interviews were discussed and probed for further details. Participants were asked if they felt the barriers could be addressed; who should take the lead in addressing the barriers; and if any options or opportunities exist to improve upon the employment participation of each under-represented group. Focus group guides can be found in Appendix A (page15).

The following section presents an overview of the responses provided.

Focus Group with Representatives of Employment Services Agencies Working with Aboriginal People

The major barriers to employment that were identified during the interviews with representatives of Aboriginal people employment services were: transportation, communication, and substance abuse challenges. The



suggestions provided for how to address each barrier, who should take the lead in addressing the barrier, and other options or opportunities for improved employment participation are presented below.

Strategies to Address Transportation Barriers

The common transportation barriers for Aboriginal people are that some do not have a driver's license or have access to a vehicle.

Focus group participants offered several suggestions on ways this barrier could be addressed, including: when starting a new agricultural initiative, create it close to or on reserve, when possible; offer incentives or subsidies to offset the cost of driver's training; communicate opportunities for carpooling; and invest in transportation and establish a pick-up point for workers that is near the reserve.

Strategies to Address Communication Challenges

The main message heard during the one-on-one interviews regarding communication barriers was that each community is unique therefore requires individual and direct contact. To address this barrier, focus group participants suggested setting up a regional Aboriginal liaison to connect with communities individually. They suggested using social media (i.e., a community Facebook page) to post information about job opportunities. Several participants promoted the idea of establishing a community champion to lead communication initiatives. Participants also suggested to create a single point of contact within each community to disseminate information.

Participants felt that the local knowledge of service providers could be leveraged to help engage Aboriginal clients in agricultural employment. One participant noted that clients requiring a quiet work environment would do well in an agricultural setting, particularly on a farm field. Other suggestions for the agricultural industry to promote employment in their sector included assisting clients to make connections to employment services providers and providing opportunities for job placements.

One participant suggested starting youth groups such as 4-H as a way to provide Aboriginal youth with the opportunity to learn about agriculture. Furthermore, 4-H provides the opportunity for leaders to develop projects that can be specifically tailored to each community. Participants stated that an on-reserve champion would be needed to drive initiatives such as 4-H.

Focus Group with Representatives of Employment Services Agencies Working with Immigrant Workers

The major barriers to employment that were identified during the interviews with representatives of Immigrant employment services were: unfavourable attitudes of employers toward hiring Immigrants as employees, lack of knowledge by employment services agencies, transportation, and language. The suggestions provided for how to address these barriers, who should take the lead in addressing the barrier, and other options or opportunities for improved employment participation are presented below.

Strategies to Address Unfavorable Attitudes of Employers Toward Immigrants as Employees

During the one-on-one interviews, participants said they often need to educate potential employers about the benefits of hiring Immigrants. Furthermore, they felt that employers believe they were "doing them [Immigrants] a favor" by hiring them rather than seeing the potential enrichment that Immigrants could offer to their workforce.



Diversity training for employers was offered as a suggestion to address this barrier. The Calgary Catholic Immigration Society (CCIS), for example, is currently offering diversity training in response to requests from local employers. Diversity training should be a "two-way street" as newly-arrived Immigrants also need to become familiar with Canadian workplace culture.

Participants also suggested addressing unfavorable attitudes of employers towards Immigrants by organizing 'smart connections' or speed career networking events to provide opportunities for employers to meet with potential Immigrant workers and learn about their knowledge and experience.

Strategies to Address Employment Services Agencies not Understanding the Jobs and Careers Available in Agriculture

During the one-on-one interviews, representatives of employment services agencies stated they are not aware of the jobs and career opportunities that exist in the industry and therefore do not often consider agricultural positions when assisting their clients to find employment.

In response to this barrier, focus group participants offered several suggestions to close the information gap. They suggested setting up joint ventures between employment services agencies and provincial and federal agricultural departments and associations to share information about the industry and about the agency's service offerings. Participants also suggested that the agriculture sector create lists of agriculture contacts for employment services agencies to provide to career counsellors, for example, with "go to" persons with specific knowledge of agriculture employment opportunities.

Strategies to Address Transportation Barriers

All focus group participants agreed that lack of transportation was one of the most significant barriers their clients face. The transportation barriers for Immigrants are that: they do not have a driver's license; they do not have a reliable vehicle; they do not have access to public transportation and if public transportation is available, it is too expensive.

Suggestions for addressing this barrier included: contacting local farmers and food distributors to determine if clients could share rides with delivery vehicles that routinely commute between farms and urban areas; requesting farmers to provide transportation for Immigrants to and from their farms; and requesting farmers to provide opportunities for Immigrants to obtain driving experience while on the farm to assist them to obtain their driving permits.

Strategies to Address Language Barriers

Language barriers were identified as impediments to employment for Immigrants, compounded by the fact that English as a second language training is not specific to agriculture.

Focus group participants suggested that creating specific farm-related language classes is an obvious way to address the language barrier. They cited examples of organizations (i.e., Immigrant Settlement and Integration Services, Nova Scotia) that have developed on-farm English classes for Immigrants. Participants indicated that the Immigrants that participated in this language training benefited greatly in the workplace. In addition to agriculture-specific language training, organizations have sent translators to worksites to assist with orientation programs, particularly when safety training (e.g., WHMIS) is required. This approach promotes workplace safety and ensures that Immigrant workers receive the same information as non-Immigrant employees.



Focus Group with Representatives of Employment Services Agencies Working with Persons with Disabilities

Representatives of agencies working with Persons with Disabilities identified the following major barriers to employment during the interviews: unfavorable attitudes of employers toward hiring Immigrants as employees, lack of knowledge about job opportunities in agriculture, transportation barriers, and the requirement to job carve. The suggestions to address these barriers, who should take the lead in addressing the barriers, and other options or opportunities for improved employment participation are presented below.

Strategies to Address Unfavorable Attitudes of Employers Toward Persons with Disabilities as Employees

The attitudinal barriers included assumptions that: Persons with Disabilities can only perform limited tasks; the number of workplace accidents may increase; and, they need to be treated differently from other workers employment-wise (i.e., cannot be fired).

Focus groups participants indicated that a general lack of awareness about disabilities contributes to unfavorable employer attitudes toward hiring Persons with Disabilities. One participant aptly stated, "Not everyone with a disability is in a wheelchair." Focus group participants stated that being able to demonstrate to employers the productivity and profitability of hiring Persons with Disabilities are keys to success increasing the employment of Persons with Disabilities within agriculture.

Participants suggested that an excellent way for employment services agencies to communicate the positive characteristics of this population is to develop awareness campaigns which highlight the skills and abilities of Persons with Disabilities. They also recommended including case studies or videos that show clients in 'real life' work environments and that show success stories within the agricultural industry. This approach would assist to educate employers about the capabilities of Persons with Disabilities and create an opportunity for dialogue with agricultural employers.

Strategies to Address Employment Services Agencies not Understanding the Jobs and Careers Available in Agriculture

Focus groups participants stated that they do not have enough information about the positions that are available in the agricultural sector. They suggested that it would be very beneficial to meet with representatives from agriculture to learn about the jobs and careers available, and to be able to ask questions about modifications or accommodations that can be made for Persons with Disabilities. Employment services agencies for Persons with Disabilities know their clients' capabilities extremely well and in most cases would be able to immediately match clients with job openings or be able to develop programs that help to teach the skill sets that are required to fill the roles.

Focus group participants said that an intentional partnership should be created which promotes two-way sharing of *correct* information between agricultural representatives and employment services agencies. Initial steps need to include exposing employers to Persons with Disabilities and introducing Persons with Disabilities to potential employers. This arrangement would provide opportunities for each group to find out what how each group can help the other group. Participants suggested this partnership could be established through one-on-one meetings between agricultural representatives and employment services agencies or through larger events such as job fairs or employment markets.



Strategies to Address Transportation Barriers

The transportation barriers cited were that some Persons with Disabilities do not have a driver's license; do not have a reliable vehicle; do not have access to public transportation; or if public transportation is available, it is either too expensive to use or not suitable for para-transportation.

All focus group participants agreed that lack of transportation is one of the most significant barriers their clients face. Suggestions for addressing this barrier included: offering a subsidy to a co-worker to pick up and drop off someone who lives in the same area; and, working with other organizations in the area to develop cost sharing arrangements to address transportation issues.

Requirement to Job Carve

Several interviewees commented that, in order to create an employment opportunity for a person with a disability, they often have to customize an existing job or create a new job where one currently does not exist. They referred to this practice as "job carving." Interviewees said that because of their clients' specific abilities, many job descriptions are not suitable to be performed in their entirety by their clients. Service agencies often review the job description to determine which skills and functions their clients are able to do.

Strategies to Address Job Carving

Employment services agencies often create jobs that do not exist or alter existing positions to match the capabilities of their clients. However, as employment counsellors are not aware of the full range of opportunities available in agriculture and the very specific job requirements for each job they are not able to create mutually beneficial job matches. As mentioned above, participants suggested that creating intentional partnerships between employment services agencies and knowledgeable agricultural representatives would help to address this barrier.



5.0 Reference List

- Alia, M., personal communication, December 4, 2014.
- Biggs, J., personal communication, January 9, 2015.
- Bodnaryk, B., personal communication, January 6, 2015.
- Chernaeva, E., personal communication, December 3, 2014 and January 6, 2015.
- Christian, M., personal communication, December 11, 2014 and January 9, 2015.
- Harvey, S., personal communication, December 1, 2014.
- Hutton, T., personal communication, December 13, 2014.
- Karasch, J., personal communication, December 22, 2014.
- Kelly, J., personal communication, December 22, 2014 and January 8, 2015.
- Kew, J., personal communication, November 27, 2014 and January 9, 2015.
- Kewageshiq, J., personal communication, December 18, 2014.
- Larocque, J., personal communication, January 9, 2015.
- MacEwen, S., personal communication, December 17, 2014 and January 8, 2015.
- Melrose, J., personal communication, December 4, 2014 and January 6, 2015.
- Salazar, J., personal communication, December 11, 2014.
- Santos, B., personal communication, January 8, 2015.
- Soper, K., personal communication, December 2, 2014 and January 8, 2015.
- Tyrchnieqicz, A., personal communication, December 10, 2014.
- Varghese, J., personal communication, December 9, 2014.
- Volk, R., personal communication, December 3, 2014 and January 6, 2015.
- Withers, J., personal communication, December 11, 2014.





6.0 Appendix A - Focus Group Guides

Aboriginal People

Barriers identified through one-on-one interviews:

1. Mental Health and Addictions

- issues with addictions, self-esteem, and poverty
- psychological issues (residential school effect, 60s scoop)
- huge family support issues
- lack of motivation to work (if there is not a champion in the community driving initiatives, they fail)
 - A. Is there anything that can be done to address mental health and addiction issues so that Aboriginal people would be able to work in the agricultural sector?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?

2. Transportation

- no driver's license (and/or experience driving)
- no vehicle
- no public transportation system near reserve
- if public transportation is available, it's too expensive to use
- "Lack of transportation is a side effect of poverty."
 - A. Is it possible to address transportation barriers so that Aboriginal people would be able to work in the agricultural sector?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?

3. Communication Challenges

- each community is unique; there needs to be direct dialogue with each community
- have no way to communicate broadly, especially for members that live off-reserve (if we hear of job opportunities, there is no way to spread the word)
 - A. Is it possible to address communication barriers so that Aboriginal people would be able to work in the agricultural sector?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?

Persons with Disabilities

Barriers identified through one-on-one interviews:



1. Attitudes of employers toward Persons with Disabilities as employees
 - need to show employers the benefits of hiring Persons with Disabilities
 - assumption that Persons with Disabilities can only do certain things
 - assumption that Persons with Disabilities can only do jobs that no one else wants
 - perception that the number of accidents will increase
 - perception that Persons with Disabilities cannot be disciplined or fired if need be
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
2. Employment services agencies do not understand the jobs and careers available in agriculture
 - general lack of knowledge about job opportunities and careers
 - clients can do certain things so counsellors need an in-depth description of job requirements to make the best match
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
3. Transportation
 - clients do not have a vehicle
 - clients do not have a license
 - public transportation is not available or is cost prohibitive
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
4. The requirement to job carve
 - often faced with creating a job where one does not exist or altering an existing job to match the capabilities of clients
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?

Immigrants

Barriers identified through one-on-one interviews:

1. Attitudes of employers toward Immigrants as employees
 - need to show employers the benefits of hiring Immigrants
 - perception that, "We're doing them a favor by hiring them," needs to change
 - need to show employers that immigrants can enrich their work environment



- assumption that Immigrants can only do jobs that no one else wants
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
2. Employment services agencies do not understand the jobs and careers available in agriculture
- general lack of knowledge about job opportunities and careers
 - lack of knowledge about where to refer clients and the options available for the transferable skills they possess
 - lack of information about the sector, each occupation, and the education and experience needed
 - lack of detailed job descriptions that include physical requirements, hours of operation, etc.
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
3. Transportation
- clients do not have a vehicle
 - clients do not have a license
 - public transportation is not available or is cost prohibitive
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?
4. Language Barriers
- employers do not speak the same language as the Immigrant workers
 - English as a second language is not agriculture-specific
 - safety concerns (how can we be sure Immigrants are fully understanding what is being conveyed so they do not get injured)
 - A. Can this barrier be overcome?
 - B. If anything, what are the steps that could be taken?
 - C. Who is responsible to initiate these steps?
 - D. Are you aware of any examples of successful strategies that have worked?



Appendix C - Focus Group Guides

Focus Group Facilitator Guide

Welcome

- Welcome the participants and thank them for agreeing to participate in the focus group
- Introduce yourself and say you are part of The Competency Group team that is conducting this project for CAHRC
- Ask participants to introduce themselves (Name, Role with agriculture)

Explain the purpose and background of the focus group

- The Canadian Agriculture Human Resource Council (CAHRC) is looking for new sources of workers for agriculture.
- CAHRC hired The Competency Group to investigate groups that under-represented in the agricultural workforce to find out their barriers to employment and strategies to overcome the barriers.
- We investigated three under-represented groups with the greatest potential for employment in agriculture: Aboriginal people, Immigrants, and Persons with Disabilities.
- We conducted 16 one-on-one interviews and 3 web focus groups with employment services agencies representing each group to find out the barriers to employment for each group and strategies to overcome them.
- The final stage of research is to conduct six in-person focus groups with agriculture employers across Canada. We are seeking your input about the employment barriers and suggested strategies for overcoming them.
- The feedback you provide will help CAHRC select one pilot project in which they will provide labour market supports for one of the under-represented group in the hopes of increasing their representation in the agricultural workforce.
- In this focus group, we want to find out your experiences in attracting and keeping workers and we want to share the employment barriers that were identified from our research with under-represented groups. We also want to get your feedback on the strategies that were recommended in employing these under-represented groups.

Request permission to record the focus group

We would like to record and transcribe the findings of each focus group. From the transcriptions, we summarize the findings and submit a report to CAHRC. We do not name any individuals within the report. We destroy the recordings when the report is written. Our report will indicate where we held the focus groups and the number of participants in each group. Can I have your permission to record this focus group?

PART 1: Your Experience

I'd like to begin by hearing your experience with attracting workers first before proceeding to our findings about the under-represented groups.

1. Have you or the people that you represent experienced any challenges in attracting and keeping workers?
 - If so, what challenges?
 - How are you dealing with the challenges?
 - Do you have any ideas on how to address these challenges?



PART 2: Immigrants

Review the barriers to employment for Immigrants.

1. Are there other barriers to employment that you're aware of specific to Immigrants?

Review the suggestions that were offered to address the barriers for Immigrants.

2. Have you or anyone that you know had any success employing Immigrants?
 - explain
 - is there a contact person we can reach?
3. What are your thoughts about the suggestions that were offered?
 - useful?
 - realistic?
4. What suggestions do you have to address to get more Immigrants working in agriculture?
5. Where is the greatest opportunity for increasing participation of Immigrants in agriculture?
 - are there certain sectors that make the most sense?
 - are there certain areas of the country?
 - what could be done (if anything)?
6. What would the role of an employer or the Ag industry (i.e., CAHRC, agricultural associations, commodity groups) be in implementing these strategies?

PART 3: Persons with Disabilities

Review the barriers to employment for Persons with Disabilities.

7. Are there other barriers to employment that you're aware of specific to Persons with Disabilities?

Review the suggestions that were offered to address the barriers for Persons with Disabilities.

8. Have you or anyone that you know had any success employing Persons with Disabilities?
 - explain
 - is there a contact person we can reach?
9. What are your thoughts about the suggestions that were offered?
 - useful?
 - realistic?
10. What suggestions do you have to address to get more Persons with Disabilities working in agriculture?
11. Where is the greatest opportunity for increasing participation of Persons with Disabilities in agriculture?
 - are there certain sectors that make the most sense?
 - are there certain areas of the country?



- what could be done (if anything)?

12. What would the role of an employer or the Ag industry (i.e., CAHRC, agricultural associations, commodity groups) be in implementing these strategies?

PART 4: Aboriginal People

Review the barriers to employment for Aboriginal people.

13. Are there other barriers to employment that you're aware of specific to Aboriginal people?

Review the suggestions that were offered to address the barriers for Aboriginal people.

14. Have you or anyone that you know had any success employing Aboriginal people?

- explain
- is there a contact person we can reach?

15. What are your thoughts about the suggestions that were offered?

- useful?
- realistic?

16. What suggestions do you have to address to get more Immigrants working in agriculture?

17. Where is the greatest opportunity for increasing participation of Aboriginal people in agriculture?

- are there certain sectors that make the most sense?
- are there certain areas of the country?
- what could be done (if anything)?

18. What would the role of an employer or the Ag industry (i.e., CAHRC, agricultural associations, commodity groups) be in implementing these strategies?

End Focus Group

Thank participants for attending and for providing their input.

The feedback you provide will help CAHRC select one pilot project in which they will provide labour market supports for one of the under-represented groups in the hopes of increasing their representation in the agricultural workforce.

Final Question: Based on your experience and everything you've heard today, if you were to recommend one group for the pilot project, which group would it be?

Focus Group Participant Handout

Immigrants



The major barriers to employment for Immigrants:

Unfavourable attitudes of employers toward Immigrants as employees

- "Employers think they're doing Immigrants a favor by hiring them."
- "Employers do not see the potential enrichment that immigrants can add to their work places."
- Perception by employers that Immigrants can only perform lower-paid, labourer level jobs.

Employment services agencies do not understand the jobs and careers available in agriculture

- Agencies need information about the agriculture sector, and detailed job descriptions for the occupations available within it.
- There is a general lack of knowledge about the job opportunities and careers that are available in agriculture.

Transportation Barriers

- Lack of transportation.
- Many Immigrants do not possess a driver's license; can't afford a vehicle.
- Lack of public transportation to rural areas, or if available, it's too expensive to use.
- Isolation in small or remote communities - e.g., may interfere with ability to travel to work sites.

Language Barriers

- Many immigrants do not speak English or French.
- ESL programs are not agriculture-specific.
- Cause for concern safety-wise.

Other Barriers

- single parents - e.g., inability to find suitable child care or earn enough money to support family
- cultural differences - e.g., employers not open to accommodating religious holidays
- physical fitness - e.g., may not be able to tolerate the heavy manual labour
- lack of Canadian work experience - e.g., often a job requirement which they cannot meet
- seasonal nature of work - e.g., seasonal agricultural employment is not suitable as they are seeking full-time employment to support their families
- lack of community support - e.g., no language supports for family members, seen as outsiders rather than part of the community

Suggestions made by immigrant serving agencies to address the barriers for Immigrants.

Transportation

- Employers provide transportation and set a pick-up location.
- Local farmers and food distributors cooperate to arrange rides for immigrants to worksites.
- Farmers provide immigrants with opportunities to obtain driving experience.

Language

- Create specific farm-related language classes.
- Arrange for translators to visit worksites to assist with orientation programs.

Information

Agriculture sector can provide:



- Job fairs about job opportunities, career paths and the benefits and opportunities of agricultural employment.
- Lists of agriculture contacts to be given to career counsellors (e.g., a 'go to' person with knowledge of agriculture employment opportunities in the area).
- Regular information (newsletters, websites, etc.) about the jobs available in their locales with specific details about job task requirements rather than general statements such as "farm labourer."
- List of jobs that are suitable for low-language clients.
- List of local education and training programs related to agriculture.

Education Strategies

- Agriculture provide mentorship and connector opportunities for immigrants.
- Agriculture provide hands-on learning opportunities.
- Agencies suggested diversity training for employers.

Other

- Wage subsidies.

Persons with Disabilities

The major barriers to employment for Persons with Disabilities:

Unfavourable attitudes of employers toward Persons with Disabilities as employees

- There is an assumption that Persons with Disabilities can only perform limited tasks.
- There is an assumption that the number of workplace accidents may increase.
- There is an assumption that Persons with Disabilities need to be treated differently than other workers (e.g., cannot be fired).

Employment services agencies do not understand the jobs and careers available in agriculture

- There is a general lack of knowledge about agriculture and the job opportunities and careers that are available in agriculture.

Transportation Barriers

- Lack of transportation.
- Many clients do not have a driver's license or vehicle.
- Public transportation is not available, not suitable, or too expensive to use.

Requirement customize an existing job or create a new one

- Need to customize existing jobs or create new ones to suit capabilities of clients.

Other Barriers

- lack of work experience - e.g., many Persons with Disabilities do not have work experience which is often cited as a job requirement
- lack of education - e.g., some Persons with Disabilities do not meet the education requirements stated in job ads; however, employment counsellors indicated that their clients often possess the skills required to do the job



Suggestions that were offered to address the barriers for **Persons with Disabilities**.

Education Strategies

- Agencies want industry to participate in career fairs and job information fairs (e.g., to promote the benefits and opportunities of agricultural employment).
- Agencies want job shadowing opportunities for their clients.
- Agencies want hands-on learning opportunities for their clients.
- Agencies want opportunities to demonstrate the capabilities of their clients.

Information Strategies

- Agencies want to know the specifics of the jobs rather than general statements such as "farm labourer."
- Agencies want information about the jobs available in their locales as well as specific details about job task requirements (e.g., pamphlets, information cards, newsletters, and links to websites).
- Agencies suggested developing awareness campaigns.

Communication Strategies

- Share success stories with other employers.
- Provide opportunities for direct dialogue between agencies, clients, and employers.

Transportation Strategies

- Offer subsidies to co-workers to transport other employees.
- Work with other community organizations to cost share travel arrangements.

Aboriginal People

The major barriers to employment for **Aboriginal people:**

Mental Health and Addictions

- Drug and alcohol abuse, low self-esteem, and poverty are prevalent issues.
- Psychological issues resulting from the Residential School Effect and the 'Sixties Scoop' have left generations of Aboriginal people feeling isolated and that they do not 'belong'.
- Many families have members with mental health and addiction issues that require full-time family support and care.
- There is a lack of motivation to find full-time employment as an employment barrier.

Transportation Barriers

- Lack of transportation.
- Many band members do not have a driver's licence and are not interested in getting one.
- If band members do possess a driver's licence, they often do not have access to a vehicle and are unable to purchase one.
- Some reserves do not have access to public transportation, and when public is available it is considered to be too expensive to use.
 - location of reserves - e.g., may interfere with ability to travel to work sites

Communication Challenges



- Every community is unique and therefore needs direct dialogue. It is incorrect to assume that an approach that works on one reserve will work on all reserves.
- Communicating within each band presents a challenge, particularly with members that live off-reserve.
- Employment officers often have no way to communicate broadly so when there are job openings or opportunities, there is no efficient way to spread the word to the community.

Other Barriers

- differences in lifestyles - e.g., employers are not open to providing days off for Aboriginal ceremonies when it interferes with harvesting
- inadequate family supports - e.g., inability to find suitable child care

Suggestions that were offered to address the barriers for Aboriginal people.

Information Strategies

- Agencies want to know the specifics of the jobs rather than general statements such as "farm labourer."
- Agencies want information about the jobs available in their locales as well as specific details about job task requirements (e.g., pamphlets, information cards, newsletters, and links to websites).

Communication Strategies

- Agencies said direct dialogue with each community is required to communicate with Aboriginal people as each community has unique needs, agendas, and agricultural suitability and capabilities.
- Agencies said local knowledge of service providers (i.e., psychologists) could be used to engage Aboriginal clients in agricultural employment.
- Agencies suggested setting up a regional Aboriginal liaison to connect with communities individually.
- Agencies suggested using social media to post opportunities for employment.
- Create single points of contact within each community to disseminate information.

Education Strategies

- Provide 'hands-on' learning opportunities for clients (e.g., on-the-job trials, 'farm days').
- Create an on-reserve mentoring programs to educate Aboriginal people about the agricultural industry.
- Develop a community-made plan for agricultural learning projects such as development of a community garden, a market garden, or bee keeping. The plan should be developed with community input and include someone on reserve to champion its completion.
- Provide funding support for employment programs as many band councils do not have money for project initiation and/or continuation.

Transportation Strategies

- Create new agricultural opportunities close to or on reserves.
- Offer incentives to offset cost of driver's training.
- Communicate opportunities for carpooling.
- Employers invest in transportation and establish pick-up points near reserves.

