

## Considerations when recruiting culturally different people

The “job search” process is not the same throughout the world. How people go about looking for a job and what employers look for are different in different countries. Culturally different groups often write resumes differently and interview differently. As a result, culturally diverse candidates often fall through the cracks when they don't meet the expectations of Canadian recruiters. Here is a list of tips to keep in mind when recruiting culturally different people.

### Screening resumes

- ◆ Be forgiving of spelling errors and typos. *Remember that English is not their first language*
- ◆ Be forgiving if the resume is sent/addressed to the wrong person. Perhaps that is the person they would submit the resume to in their home country. *It demonstrates an effort!*
- ◆ Forgive 'inappropriate' cover letters
- ◆ Culturally different groups often position themselves as generalists and jacks of all trades
- ◆ Look for **transferable** skills and experience
- ◆ Focus on candidates' progression in Canada and job they had in their home country, not on the level at which they are right now
- ◆ Consider candidates who are over-qualified

### Interviewing

- ◆ Look past communication style differences such as eye contact, handshake, silence, accents, emotions/tone of voice, humour and dress code
- ◆ The order in which candidates provide information or answer questions may be different than what is expected. *Listen carefully and continuously*
- ◆ Be forgiving if candidates misinterpret a question or don't answer correctly the first time. *Candidates who come from the same country know what kind of questions will be asked and what information to provide*
- ◆ Culturally different groups are not always comfortable talking about their strengths and accomplishments. Focus on **transferable** skills and capabilities
- ◆ Culturally different groups may place emphasis on points of less importance. *What is valued as important is different in different parts of the world*
- ◆ Chit chat – what people talk about before the interview starts is different in different parts of the world
- ◆ Give the benefit of the doubt during phone interviews
- ◆ Consider non-tangibles such as motivation, commitment and work ethic

### Retaining

- ◆ Take the time to train and develop culturally diverse new hires
- ◆ Provide coaching and mentoring to culturally diverse new hires
- ◆ Prepare and support the managers of culturally diverse new hires

### Hiring Considerations

- ◆ Use short term contracts to test candidates
- ◆ Use apprenticeships, internships and/or volunteer positions to build strong potential candidates
- ◆ Hire diverse candidates who need to learn more about the Canadian system at the low end of the pay scale and put them with managers who know how to develop people
- ◆ Train those involved in recruiting to understand culturally different behaviours that can be misinterpreted and result in the rejection of qualified candidates.