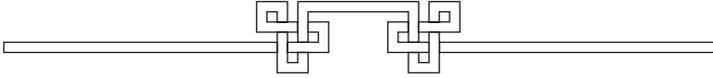


CHINESE

Cultural Guide for Employers

Cultural influences, practical
guidelines, tips and techniques
to help the employer and
newcomer in the
Canadian workplace.



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funded by the Ontario Government.

NOTE:

This guide is prepared as a generalization and outline of cultural differences and to create awareness only. More detailed information should always be attained to completely understand an issue or belief. No intention is made to offend anyone or their beliefs.

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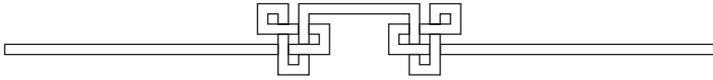
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CHINESE

Cultural Guide for Employers

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A Guide to understanding the Chinese Culture

The Chinese - Cultural Guide for Employers provides information and guidelines for those who are interested in employing Chinese immigrants. It spans the employment cycle of sourcing, hiring and managing an employee who has come to the employment market specifically with a Chinese cultural background.

This guide is designed to present a 'balanced view' that will help employers successfully maximize the benefits of a specific, valuable and needed labour pool. The various aspects of the Chinese culture (Hong Kong, mainland China, Taiwan as well as Chinese from other Asian Countries) and the challenges faced in adjusting to the North American work environment are included in this guide with the goal of developing a strong employer/employee relationship.

The intent of the Chinese Cultural Guide for Employers is to build bridges with communities and provide generalizations only. It does not apply to everyone and every situation should be considered individually.

Challenges in our Workforce

Today, one of the biggest challenges faced by organizations of various sizes is attracting talented employees. This challenge is fueled by the fact that our natural population growth rate is declining and a vast majority of baby-boomers are nearing retirement age. The availability of new employees joining the workforce is diminishing and there will soon be a large number of vacant positions that must be filled. Fortunately, it is also forecast that Canada will still enjoy positive population growth as a result of the growing immigrant population.

In fact, over the past 5 years, two thirds of Canada's population growth has been due to immigrants.

Faced with competition for talent against larger organizations, small and medium enterprises (SME) are beginning to expand their usual means of generating applicant pools. As Canadian SME's become aware of the influx of immigration to our nation, they will be sourcing employees from immigrant populations.

One particular immigrant population that SMEs could consider when attracting talented employees is the Chinese population. According to census data, a large percentage of immigrants coming into Canada originate from Hong Kong, mainland China and Taiwan and many have settled in York Region. Sourcing employees from the Chinese community may be a successful way of generating a larger pool of qualified applicants for SMEs.

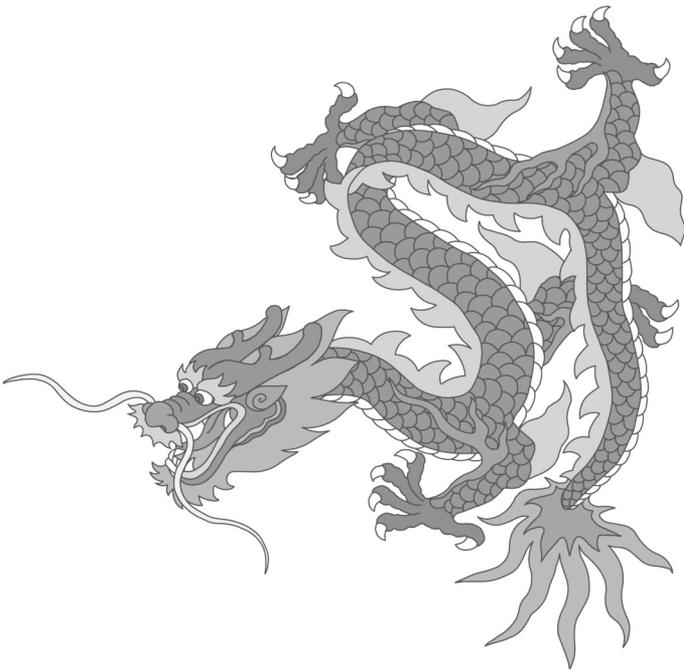
About this Guide

Eight topics are provided that follow the cycle of hiring, workplace orientation to working with an employee from the Chinese community. The guide contains general information, differences due to cultural influences and scenarios that illustrate these differences in practice.

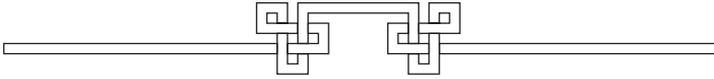
There is a “Recommendation to Employers” section that provides practical methods aimed at helping Chinese immigrant employees adjust to their new work environment.

Topics include:

- Contributing to Workplace Success
- Sourcing Chinese Immigrant Applicants
- The Interview Process
- Orientating the Employee to the Workplace Culture
- Leaders and Team Members
- Traditions, Beliefs and Sensitive Issues
- Communication on the Job
- Training and Performance Evaluations



Dragons, a benevolent creature in Chinese mythology, symbolize power, heroism, divinity, success, optimism and nobility. The Dragon Dance is performed during Chinese New Year and other festive celebrations to bring forth good luck and auspiciousness. Dragons are so deeply rooted in Chinese culture that the Chinese are proud to call themselves as descendants of the dragon.



Contributing to Workplace Success

Due to increased globalization, competition among businesses today is even greater than it ever was before.

To remain or gain a competitive advantage, the challenge is to find competent employees. One method is to expand the applicant pool by including skilled immigrant talent.

This topic illustrates the benefits that Chinese immigrant employees can bring to their work environment and why they should be considered as potential applicants.

幸福

Happiness

Advantages of Hiring Chinese Immigrant Employees

The Chinese newcomer brings many skills to a work environment.

Work Experience, Technical Skills and Education

Chinese immigrants arrive in Canada with work experience from their home country and most are mature adults. Compared to young individuals who are just entering the workforce, they have the technical skills, experience and/or education that may be particularly important to small and medium-sized employers.

Retention

Mature Chinese have a tendency to seek stability and remain loyal to their employer. These are two very good reasons to consider hiring and retaining Chinese employees.

Strong Work Ethic

In the Chinese tradition, the virtue of hard work is emphasized and celebrated. Parents often instill in their children the mentality that “one can achieve anything as long as one is willing to work hard”. This leads to a strong work ethic and as a result, they are often willing to put extra effort into their work if they feel that they are trusted and accepted by their employers.

Strong Sense of Responsibility

Once given a work assignment, most Chinese employees feel a strong sense of responsibility towards completing the work assigned. Coming from a collectivist culture, they are more likely to (compared to the North American individualistic culture) forgo their personal interests for the sake of completing assignments delegated to them. Completing tasks at work can take precedent over their personal interests.

Compliance with Superiors

It is a Chinese tradition to respect those who are higher in the hierarchy. At home, they respect their parents or grandparents and at work, they respect their managers/employers. They will likely listen carefully and readily accept instructions.

Learning Curve

With a willingness to learn, Chinese immigrants tend to “pick up” practices, procedures and standards of Canadian corporations very quickly. Employers can also help by providing them opportunities to learn about the Canadian corporate culture and practices.

In addition to being quick learners, they are eager to integrate into mainstream society and often take the initiative to learn on their own. Initially, they may not be familiar with Canadian social practices, but they will quickly “catch up” with what is required to perform.

Assistance in Establishing a Chinese Network

Many Chinese have strong networks within their own communities. Companies who have considered entering the Chinese market (in Canada and/or in China) can leverage on these “Chinese connections”. Employees may be keen to help employers to enter other markets because they feel they are making a significant contribution to the company.

If feeling trusted and valued, they can help their company build a Chinese network in multiple ways by:

- Using their personal resources and connections in their community or enlisting a connection through friends and family.
- Providing international connections, particularly to China.
- Recruiting other competent people when asked by their employers. As “face” is strongly regarded in the Chinese culture, they are likely to refer applicants who are competent and qualified as the performance of referred applicants reflects upon the referrer.

Bringing New Perspectives

Having been brought up in a different culture and tradition, they may be able to bring a new perspective to problems or issues.

Detail-minded

Chinese employees tend to be detailed-minded. They may be suited for employers who require their employees to closely monitor minute details of their work.

Accessing the Chinese Canadian Market

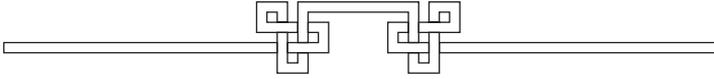
An employer will benefit from having Chinese staff that speak Cantonese and Mandarin in order to help and serve Chinese customers.

Benefiting your workplace.

Employers are urged to consider including Chinese immigrant candidates when looking to hire a new employee.

A skilled Chinese employee brings technical skills and knowledge and also the benefit of previous work experience.

They have a strong sense of responsibility, respect for employers and dedicated work ethic. Chinese immigrant employees can bring you fresh, new ideas and an alternative perspective to situations.



Sourcing Chinese Immigrant Applicants

Knowing where and how to recruit applicants for a position can sometimes be a demanding process.

This topic will consider methods to recruit Chinese immigrant applicants and to promote your company as an employer of Chinese immigrants.

知識

知识

Knowledge

Scenario 1

As the owner of a medium-sized company, I have noticed that the Chinese community is growing fairly fast in the area. In order to capture this growth and potentially quite profitable market, I attempted to expand my services to the Chinese population. However, I was not very successful in attracting many Chinese customers. Therefore, I reasoned that I would hire a Chinese employee, who is knowledgeable in the Chinese consumer behaviour, in order to help move this along. By hiring a Chinese staff, I hoped to better cater my services to the Chinese community.

At first, I did not know how I should advertise for this position. I simply posted a job posting in my store. As the result of the job posting, I was unable to generate a large enough Chinese applicant pool.

Out of frustration, I casually mentioned to a Chinese customer of mine about how difficult it was to find Chinese applicants. Unexpectedly, my customer suggested contacting an Employment Ontario Service Provider and post my job using an on-line job site. After contacting them, I received many applications from Chinese applicants.

Thankfully, I was able to find a competent Chinese employee who has helped with my company's expansion to the Chinese market tremendously. With my company's continual expansion to the Chinese market, I am looking to hire more Chinese employees.

How to Recruit Chinese Immigrant Employees

Knowing how to recruit employees is as important as knowing how to evaluate a candidate. Some suggested methods for recruiting Chinese immigrant employees are: (refer to the Appendix for sources)

- Employment Ontario Service Provider
- Online employment platforms (Indeed, Monster)
- Chinese business/professional associations
- Welcome Centre Immigrant Services in York Region
- Settlement Agencies
- Job fairs organized by Chinese community groups
- Referrals - ask a Chinese employee or supplier/customer

Promoting the Company as an Employer

Chinese immigrant applicants may look at several aspects and values when considering a company for employment.

Five Key Values:

1. Compensation

Significant consideration is placed on salary. The immigration process is very costly and stability comes with the ability to regenerate their funds. When given a choice between overtime pay as opposed to time off, a Chinese immigrant may prefer the monetary compensation.

2. Vertical Movement

Like most individuals, they would like to take on a position that does not seem like a dead end. The possibility of a vertical move, as a result of personal effort is appealing.

3. Benefits

Choosing company benefits that meet their needs are important. Benefits for immediate (spouse and children) and extended family members are an important issue. It would not be surprising if there are several extended family members, such as their elderly parents, living with them.

4. Job Security

Stability is often associated with company associations. They would feel more secure if the company is involved with business partners such as government agencies, international trade or large well-known companies. Prestige is also important. If the company has won awards or is known publicly as a "good provider" or is "reliable", they will feel more secure at the company.

5. Recognition

Titles are associated with status and an employee will generally take on positions that provide them with a better job title.

Other Values:

Family Friendly

Recognizing an employee's family is important.

Autonomy and Trust

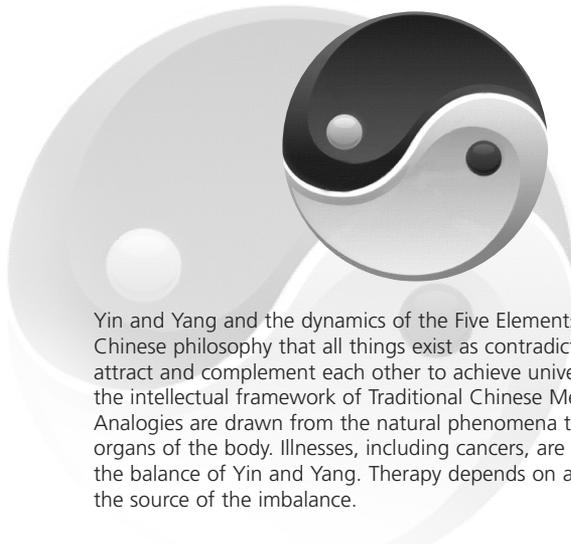
Having a feeling of trust from their supervisor and a certain amount of freedom in decision-making can be significant.

Holidays

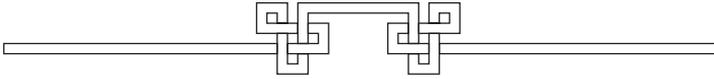
Taking holidays and family time is important to some.

Finding the right person for the job is key.

Employers can increase their applicant pool by including skilled Chinese immigrant applicants through placing ads in Chinese online and/or print media and by referrals.



Yin and Yang and the dynamics of the Five Elements (the fundamental Chinese philosophy that all things exist as contradictory opposites but they attract and complement each other to achieve universal harmony) provide the intellectual framework of Traditional Chinese Medicine theory. Analogies are drawn from the natural phenomena to the correlations of organs of the body. Illnesses, including cancers, are seen as a tip-over in the balance of Yin and Yang. Therapy depends on accurate diagnosis of the source of the imbalance.



The Interview Process

Most Chinese immigrant applicants are not accustomed to the North American style of interview.

This topic will:

- Illustrate, through stories, some difficulties that a Chinese immigrant applicant may experience during an interview.
- Help interviewers understand how the cultural background of a Chinese immigrant may influence their actions.
- Give recommendations on how to fairly evaluate a Chinese immigrant applicant.

成功

Success

The Interview Process

An Interviewer's first impression, in the North American job interview, ranges from the first 10 seconds to four minutes and can determine if the applicant will be hired. Most Chinese immigrant applicants are not accustomed to this North American style of interview. Their success in the interview can be hindered in this short period of time because their behaviours may be misread or misinterpreted. If the suitability of an applicant is contingent on an individual's performance during the interview, there could be missed opportunities.

In China, before the 80's, jobs were traditionally assigned to individuals by the government and interviews were not required. It was only after China opened its market that companies began to adopt the practice of evaluating applicants through an interview process. In China, potential applicants often attain positions through networks and contacts within the company. This is known in the Chinese culture as Guan Xi. The interview process for an applicant would be an informal meet-and-greet with their potential supervisor. As a result, many Chinese immigrant applicants are less familiar with the formal North American interview process.

Case 1: Employers perspective

At my company, interviews are conducted in a two-step process. Applicants are put through a general group interview where suitable applicants are then selected for an individual interview. Sometimes in group interviews, some individuals stand out for various reasons.

In one particular incident, a Chinese applicant came into the office for a group interview. However, compared to other applicants, this candidate was not initially very impressionable. He was dressed inappropriately, which gave me the feeling that he did not value the position. During the interview, when I posed questions to the group, he did not make any eye contact with me when speaking. He was very soft spoken and he seemed very timid; whereas, the rest of the candidates seemed very eager to answer my questions.

After the group interview, I shook the hands of each applicant, but when it came to the Chinese applicant, he pulled away his hand and exited the room quickly.

Some causes of misinterpretations due to Chinese cultural practices:

ISSUE 1: Eye Contact

Chinese employees often do not make good eye contact when speaking with a potential employer in an interview or when speaking with a manager. This can be misinterpreted as low self-esteem.

Cultural Influence

- An Asian subordinate does not look directly at a superior. Individuals with a lower status keep their heads down when listening to those with a higher status. Looking directly at them is seen as disrespectful and it also means that they do not fear them and consider themselves to be of equal ranking.
- The lack of eye contact is often more pronounced in female applicants.

Recommendations to Interviewers:

- Interviewers may initially avoid making an association between an applicant's minimal eye contact and self-esteem or competence.

ISSUE 2: Hand Shake

Chinese employees frequently do not have firm hand shakes which may be interpreted as a lack of confidence and impoliteness in the candidate.

Cultural Influence

- Hand shakes during introductions are fairly new in the Chinese culture. The firm grasp by North Americans is not taught to Chinese individuals and can be perceived as overly aggressive or rude. Instead, they would rather nod their head in acknowledgement.
- A weak hand shake may even be more pronounced in a female applicant.

Recommendations to Interviewers:

- Caution should be exercised not to assume that a weak hand shake is an apparent timidity by the applicant.

ISSUE 3: Apparel

Chinese applicants may not dress according to the North American expectations for an interview (formal vs casual). This may be interpreted as a lack of effort by the applicant for the interview presentation.

Cultural Influence

- In China, many professionals believe that their credentials reflect their abilities. They are not concerned with a professional dress code and many will adopt a modest and humble physical image.
- There may be some effort and consideration as to how to dress in an interview. However, they may lack the “know-how” of what is deemed as appropriate interview attire for North American expectations and the particular workplace culture.
- They may feel that overdressing for a situation is more inappropriate than being underdressed. They do not want to dress more extravagantly than their interviewer for it would be considered as a sign of disrespect.
- Some individuals who are familiar with the cosmopolitan lifestyle will dress accordingly.

Case 2: Employees perspective

“When I first came to Canada, I was looking for a position as an Engineer and I applied to many different companies by submitting my resume. After many applications, I finally got one interview with a company that my friend works in. Before the interview, I practiced answering questions with a close friend who had lived in Canada for many years.

At the interview, I was very scared because I knew my English was not very good. The person that I talked to asked many, many questions. I felt like I didn't answer what he wanted me to answer. I also felt I did not answer him well because during the interview, he was always very silent after I answered him. Because of the silence, I felt like he wants me to say more.

One question he asked me was what my duties were in the company I worked at before. So I listed all my duties as an Engineer in China. After the interview, I felt very frustrated because I felt like he was challenging me during the interview and that he did not believe what my resume says. I really didn't connect with the interviewer and because of the questions, I did not get hired.”

Recommendations to Interviewers:

- Do not assume a Chinese applicant's outfit is a lack of effort to prepare for an interview. Take the opportunity to discuss the dress culture expectations and then assess the response of the applicant.

Some difficulties that employees have during the interview process:

ISSUE 4: Resume vs. Interview Impression

The initial impression obtained from an interview may not reflect the quality of the resume submitted.

Cultural Influence:

- Often a Chinese applicant will receive help from friends or agencies when writing or compiling work activities and duties for their resume resulting in a typical North American standard resume. But, not all immigrants know where to seek help with writing a resume. Employers should read between the lines for relevant experience and not judge them by their written English if they are looking for a technical person.
- Due to the potentially weak interview skills of the applicant, interviewers may find that the initial impression formed from the resume does not correspond well with the impression formed during or after the interview.
- Due to unfamiliarity with the English language, applicants may have a challenging time describing their duties/tasks/abilities. Their descriptions may not necessarily match up to their actual abilities. (Please refer to Issue 5: English as a Second Language).
- A Chinese immigrant applicant can be unfamiliar with the application process.

Recommendations to Interviewers:

- Employers may consider using behaviour-based interview questions. Instead of asking hypothetical questions, consider asking the interviewee to describe their past behaviours in specific situations.

Examples of behaviour-based questions include:

"Describe a time when you had to deal with a stressful work situation and how you demonstrated your coping skills."

"Tell me about a recent situation in which you had to deal with a very upset customer or co-worker and how you dealt with the situation."

How interviewees answer behaviour-based questions is found to be predictive of their future job performance. Using behaviour-based questions may be beneficial to employers who are screening both Chinese applicants and other applicants from different cultural backgrounds.

ISSUE 5: English as a Second Language

When unfamiliar with the English language, the words chosen and how the question is answered can be misinterpreted.

In this section, a dialogue follows each issue. The dialogue is taken from an interview with a Chinese female applicant who is applying for a position as an administrative assistant. It illustrates how an applicant may respond to an interviewer's questions.

A. May provide short answers

Interviewer: *Can you tell me about your bookkeeping experiences?*

Applicant: *Yes, I have 12 years of experience.*

Cultural Influence

- Chinese dialogue is often short and concise. When in an interview, they may tend to interpret questions as “yes/no” questions and give simple “yes/no” answers without elaborating.
- In China, a manager's opinion and course of action represents the “be all and end all” in the workplace. Employees or subordinates are at the receiving end of descriptions and are told what to do. As a result of previous work experience and a lack of confidence in English, applicants may not be accustomed to giving detailed answers to questions or elaborating on describing themselves.

B. May have difficulty understanding questions or elaborate on incorrect issues.

Interviewer: *What are some of your other previous positions, in addition, to your last position with Nokia China?*

Applicant: *At Nokia China, I have many different positions. I have one position where I help develop new software for new phone. I have another position where I help pick out many design shells for phone. I was also involved in...*

Cultural Influence

With the management style in China, applicants are not accustomed to a question and answer style of meeting or interview. Applicants may not understand the question and then elaborate on issues that are not being asked of them.

C. Difficulty in describing work experiences or responsibilities gives an impression of disorganization.

Interviewer: *Can you tell me about your previous position?*

Applicant: *I have many experiences in bookkeeping. I have done reporting. I have done invoicing. I do planning. I have done payment. I also have to discuss with my manager...*

Cultural Influences

When answering questions, people rationalize their answers in their native language before directly translating and verbalizing their responses in English. Translation difficulties of words that cannot be translated or use of proper tense, can give answers that sound awkward and disorganized.

D. Answering Questions in a manner that varies from North American expectations.

Interviewer: *Can you describe to me some of your duties as a bookkeeper?*

Applicant: *Well, like I said in my application and resume, I have done...*

Cultural Influences

Unfamiliar with the interview process, questions designed to better understand the applicant or pertaining to work described on their resume can be interpreted to be a challenge of their work. They may feel that they have to defend their work or resume.

In the Chinese work environment, when a supervisor asks their subordinate to describe their course of action or duties, it usually means that they are being reprimanded for their work.

Recommendations to Interviewers:

- Choose to rephrase questions when an applicant's answer is going off on a tangent.
- Ask more direct questions to try to narrow down the information that needs to be retrieved from the applicant.
- Present examples of the types of answers that are expected of them. For example, the interviewer may initially ask, "What role did you play in this project?" And follow up with, "Were you involved in design? Maybe quality control?"

E. Speech may not be clearly understood

In the Chinese language, words exist as single syllables where each is emphasized individually whereas English words are often multiple syllables. One difficulty with a Chinese person speaking English is that they may not emphasize syllables towards the end of the word or they may drop the syllables all together, which can make the speech sound slurred.

Recommendations to Interviewers:

- Short, direct and concrete questions would be most helpful.

For example,

Ask a descriptive question such as: "Can you tell me what interests you most in your last job?" or "What would you like to do/to be in 5 years?" Then follow up with a confirmation question or clarification question based on their answers such as: "Do you mean your main interest is in defining business requirements?" or "Did you say you want to become an auditor in 5 years?"

- A question can be broken down into smaller or shorter questions to help the applicant understand what is asked of them and prompt them to give a more applicable answer.

For example,

Instead of asking the applicant an open-ended questions like: "Tell me a little bit about yourself." An alternative question could be "Describe some of your strengths as a _____".

ISSUE 6: Interruptions

If an applicant interrupts the interviewer in the midst of a question, this may be interpreted as rudeness or impatience.

Cultural Influence

- Applicants are often anxious during an interview. They may unexpectedly interrupt the interviewer because they are eager to clarify themselves and/or present themselves positively.
- Applicants can fear that interviewers may interpret pauses before answering questions as their inability to answer the question itself.

Recommendations to Interviewers:

- Interviewers are cautioned when interpreting overzealousness or anxiousness as rudeness. This may be simply eagerness.
- Interviewers may need to exercise patience and to repeat the question in these situations.
- Making the interview atmosphere more comfortable could help calm the applicant's nerves. General questions regarding the weather/family would likely help the applicant feel more at ease.

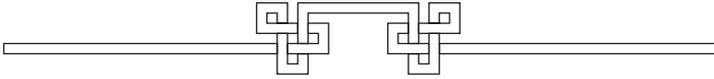
“Understanding the many misunderstandings”

A Chinese immigrant applicant may have many abilities that are not demonstrated during interviews due to language difficulties and their unfamiliarity with the interview process. They can bring many advantages to a company and can be very hard working individuals.

With many misunderstandings that arise during interviews due to cultural differences, some of the suggestions presented may help in assessing the capabilities of Chinese applicants more accurately.



The Terracotta Army or Terracotta Warriors and Horses is a collection of 8,099 larger-than-life Chinese terra cotta figures of warriors, horses, acrobats and other figures located near the Mausoleum of the First Qin Emperor. The figures vary in height, according to their role, the tallest being the Generals. The figures were discovered in 1974 near Xi'an, Shaanxi province, China by a local farmer.



Orientating the Employee to the Workplace Culture

Understanding and adjusting to new workplace procedures, standards and policies can vary from one company to the next and will take time.

This topic will help employers to:

- Understand how the Chinese immigrant may interpret the spoken and unspoken rules of the workplace differently due to their background.
- Understand some general and basic office rules, regulations, and principles that may be taken for granted in a standard orientation program and are important to include for a new immigrant employee.
- Create a multicultural work environment by providing a long-term solution in helping Chinese immigrant employees assimilate into their new work environment.

Orientating the Employee to the Workplace Culture

“Culture is man’s medium: there is not one aspect of human life that is not touched and altered by culture. This means personality, how people express themselves (including shows of emotion), the way they think, how they move, how problems are solved, how their cities are planned and laid out, how transportation systems function and are organized, as well as how economic and government systems are put together and function. However, it is frequently the most obvious and taken-for-granted and therefore the least studied aspect of culture that influences behaviour in the deepest and most subtle ways”

Edward T. Hall

Even within the same profession, workplace procedures and environment can vary from one company to the next. Depending on the goals and the code of conduct of the company, an employee’s experience can change accordingly. When an employee changes his/her work environment, an adjustment period and orientation is needed.

When a Chinese immigrant employee first enters into the North American work environment, they too need an adjustment period. To ensure a smooth transition, well thought-out orientation actions and tactics would help them develop a good understanding of the corporate culture, standards, policies and procedures.

1. ORIENTATION

While company orientations are beneficial for all new employees, there are some topics that should be added or stressed when orientating the Chinese immigrant worker to the workplace environment.

Recommendations to Employers:

- A general overview of company history, corporate identity, company culture and mission are helpful topics in helping a Chinese employee feel a sense of purpose in the inner workings of the company as well as adopt an identity within the company.

Some topics that could be covered during orientation are:

Corporate Structure: The role and relationship between the different management levels.

Reporting Concerns: Who they should/may take direction from including supervisor.

Corporate Procedures and Decisions: What are employee's rights and how to raise concerns to supervisors/management.

Human Resources Department: Listing services provided by the department.

Respect in Workplace: Titles to address supervisors and coworkers.

Employee's Duties and Responsibilities: Time card, sick leave, over-time, report time, absence notification.

Health and Safety: Preventing work related injury

Environmental Practices: Recycling programs and waste reduction measures

Teamwork: Team spirit vs. individual efforts.

Employee's Evaluation: How an employee's performance will be evaluated.

2. RULES

Different degrees of understanding regarding the concepts of rules and regulations exist in the workplace. Canadian corporate rules and regulations are set according to the Canadian culture and legislation. They may not be fully understood by new immigrants who are brought up in different cultural background and workplace environment.

In many cases, Chinese immigrant employees may rely on their own understanding, interpretation and judgement calls when trying to apply rules and principles. In China, whether an individual follows a rule or regulation depends on the seriousness of the situation. The concept of rules and regulation can vary from general guidelines to strictly followed laws.

In general, Chinese immigrant employees will strictly observe rules if they understand the impact and reasoning behind those rules. This is especially true when observing rules that would affect their performance and income directly. These employees have a very keen sense of fairness and they will have a greater comfort level knowing that everyone is following the same set of rules.

Recommendations to Employers:

The differences between guidelines, operating principles, rules, agreements, contracts, and laws must be clearly explained. The use of scenarios and situations in how/when to apply those rules would help new employees better understand the corporate requirements, quality, and standards.

The unspoken rules overlooked:

Punctuality: The definition of how “late” one can be varies according to culture. In some cultures, being 5-10 minutes late is acceptable, however, in other cultures, an individual may arrive an hour late and still not offend the person they are meeting. The punctuality expectations in your company needs to be clearly explained to new employees.

Observing Procedures: The concept of “face” is very important in the Chinese culture and is related to an individual’s reputation and respect. If an individual is unable to complete their tasks or requires additional help, it is interpreted to be loss of “face”. A delicate balance is needed between accomplishing their tasks in order not to lose face weighed against following procedures and protocols in order to complete a task. Any regulations or procedures to be strictly followed should be stressed.

Use of Memos: A common practice for companies is to use memos/ emails to announce new policies, issues, decisions and meeting announcements etc. It must be explained to employees that they are expected to read memos/emails and follow them accordingly. However, memos can be seen as informal notes. The importance of memos, emails and other documents needs to be stressed to ensure they understand how important directives may be communicated.

Use of Time Sheets/Time Cards: The use of time sheets and time cards is common practice in Canada, however, it is not a common Chinese discipline. An example of a well filled out time sheet would be very effective in demonstrating the importance of this documentation.

Lunch Break & Kitchen Care: In addition to the times and duration of breaks, it is important to provide information regarding the use and care of kitchen facilities. The labelling of personal items, the use of the communal kitchenware (such as microwaves, fridges) and the handling of non-labelled items in the fridge (cream or milk) needs to be specified to new employees.

Workplace Courtesy: The commonly accepted workplace courtesy and behaviour should include topics such as morning greetings, how to treat fellow employees and if colleagues are permitted to talk about their personal lives.

Privacy and Confidentiality: Employees must be made aware of the Canadian law and the corporate rules of privacy and confidentiality as well as ownership of intellectual property. A new employee may not be familiar with these topics and it may be necessary to clearly articulate these matters.

Open Door Policy: This is a common practice in today's corporate work environment but may be a new concept to some. In China, employees are often at the receiving end of information and are rarely encouraged to make suggestions. They need to be made aware of company culture and may need to be encouraged to speak freely regarding work space, policies or project direction etc. if that is desired.

Safety & Security: Canadian rules regarding safety and security are very different from that of China. Canadian standards of safety and security need to be introduced and explained. The employer should emphasize strict adherence to safety and security protocols within the workplace environment and that it is the law.

Environmental Practices: Recycling programs, waste reduction measures, etc. may not be familiar to every newcomer employee. These kinds of programs are usually an important part of Canadian workplace culture, so be clear about what is expected. If you have anything written, provide it as part of the orientation process.

3. MENTORS

When a new employee first enters the workplace, it may be beneficial for them to have a mentor or a peer "buddy" to help them understand and learn certain spoken or unspoken practices in the workplace.

Recommendations to Employers:

- An experienced colleague with a similar cultural background and work experience and responsibilities could be assigned to this role. It is a successful method adopted by a number of multicultural companies. Mentors can support and assist new employees and assess their needs for additional training.
- Age is an important consideration in selecting a qualified mentor because it is associated with wisdom and respect in the Chinese culture.

4. PROBLEM SOLVING

In a North American company, problems encountered in team projects are usually resolved through open team discussions based upon current facts, options, possible solutions and future preventions.

Problem solving is an individual effort in China and an individual may feel more comfortable finding a solution on their own rather than requesting an open discussion.

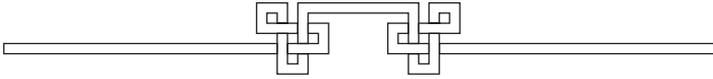
Recommendations to Employers:

- The willingness to find solutions should be encouraged. It may be necessary and beneficial to encourage the team or collective approach to find solutions to workplace situations.
- Emphasize that a North American approach focuses on accountability, sense of responsibility, problem solving attitude and open discussions of problems.
- Use constructive communication as a valuable means of helping them to participate in group discussion.

Helping adjust to a new workplace

Adjusting to a new work environment is a daunting task for any new employee. Often, work environments can change very drastically even when transferred within the same company.

There needs to be a period of time in order to become acquainted with the rules and regulations of the new work environment.



Leaders and Team Members

Although leadership styles and group dynamics can change dramatically, there are general traits found within collectivist and individualistic cultures. This section explores some general conducts and influences of culture on an individual's mode of operation.

This topic will:

- Illustrate some general leadership qualities of a new Chinese immigrant manager.
- Illustrate how a new Chinese employee would function in a team project.
- Provide employers with recommendations to help a new worker develop the qualities needed in the North American workplace.

Chinese Immigrant employee in the Leadership role

In China, leadership in the workplace reflects the collectivist family unit. A family is looked upon as an individual unit where interdependence is stressed rather than independence.

There exists a hierarchy in the family. The father adopts the leadership role of the family, has the decision-making responsibilities and watches over all individuals within the family. This paternalistic leadership style is a general practice in the workplace environment in China where leadership comes from management at the top and down.

Scenario 1 - An employee working under a Chinese supervisor at a bank branch.

When I heard that my team supervisor was going to be a new immigrant worker, I wasn't sure what to expect. I knew that John had come from a large bank branch in China but I've heard that sometimes Chinese immigrant supervisors tend to dictate to the team regarding their work and there isn't very much room to maneuver.

After working with John for a period of time, I realized that he was a very caring individual. He often showed concern for his team members and when mistakes were made, he often stepped up on behalf of my colleagues.

However, like all team projects, there were times of frustration especially in team meetings. Sometimes I felt John tended to overlook some suggestions made by team members, or sometimes he didn't justify or explain his decisions and yet he expected the team members to follow his lead.

Overall, my experience with John was pleasant and a mutual respect developed during the time we worked together.

Qualities of a Chinese immigrant supervisor:

Protectiveness: Chinese supervisors are very attentive to the work of the subordinates. Like a protective parent, they may closely monitor their subordinate's work in order to prevent mistakes. This can make subordinates feel that they do not have much space and that they are constantly being watched. However, this can be beneficial for novices who are still learning their roles in the team.

Authoritative leadership style: Being unfamiliar with the open communication processes in North America, a supervisor may use various governing methods when trying to get things done through their team. When a supervisor believes that their solution is the best or most efficient, they would suggest their solution and expect all team members to follow suit.

One solution minded: A Chinese project leader may be reluctant to announce his/her project problems. Not only is it a 'face losing' act but it can also imply incompetence. When under pressure, a Chinese project leader may enforce a solution rather than solicit alternative solutions from subordinates.

Micromanagement: Sometimes a subordinate may feel like the supervisor or team leader is micromanaging by over managing tasks and performing some of the subordinate's duties. The supervisor may feel it would be inefficient to explain or teach a new task to a subordinate who may not do it correctly when they can finish it correctly and efficiently themselves.

Chinese immigrant employee in the Subordinate role:

In the Chinese work culture, subordinates are often very closely monitored by their supervisors. Individuals are usually assigned individual tasks to contribute to the team project. The role of a subordinate is to perform tasks and generally not to contribute to the project proposal and design.

In contrast, in the North American work environment, a team approach is used to tackle tasks assigned to the department. Subordinates or team members can freely input suggestions to their team leader and decisions are usually made through a democratic process.

Scenario 2 – A newly hired Chinese immigrant employee at a bank branch.

When I first began to work in the company, I often found it strange when my colleagues would challenge our manager during team meetings. I kept to myself and would always complete the tasks that I was assigned.

Because my English was not very good when I started working, I found it very hard to express my ideas when my manager asked me questions. I also found it very strange when my manager would approach me and ask me whether I thought the solution was a good one. Because my manager asked me all these questions, at times, I felt that my manager did not know what he was doing.

After working for three months, I got my first evaluation. Apparently, my manager said that I did not take enough initiative and did not participate enough during team meetings. However, he also said that I was a very good and productive worker and so he encouraged me to speak up more during team meetings.

In time, I learned that in Canada, subordinates are allowed to give suggestions and that even though managers may ask a lot of questions, they are actually very capable of making good decisions.

Autonomy: Initially, a Chinese employee may choose to perform individual projects as opposed to team projects due to their comfort level with speaking English and preference to working independently.

Team Work: During team discussions, a Chinese employee may remain quiet and have minimal input when it comes to solutions. The reason could be their comfort level with a new language or their unfamiliarity with an open style of management.

Rather than assigning tasks, managers may have open discussions and make decisions based upon the group's decision. A new worker will need to adapt to this new work environment, new thinking style and new work habits. They may withhold their comments during team meetings since second-guessing their supervisor is seen as a sign of disrespect in the Chinese culture.

Sometimes a new worker may choose to apply a quick fix solution rather than taking the time or effort to consider the implications and evaluating the solution in terms of operational guidelines.

Recommendations to Employers:

- Initially, an employer could allow the employee to work individually or, if working in a team environment, be sensitive of the employee's position. Providing a mentor or time and guidance to adjust to the team environment, is helpful.
- Coaching helps the employee understand the advantages of open communication and the team processes of the company. Understanding that other people's solutions can be beneficial for the company will help them appreciate the importance of group solutions.
- Elaborating on the project criteria will help the employee understand why their solution may or may not work
- In brainstorming sessions, one way to get the employee to "open up" is to give them the choice of a "closed" brainstorming method. Have employees write their ideas down on paper and submit them to their supervisor. This may be more comfortable, rather than speaking English, because it can be proofread before it is reviewed.

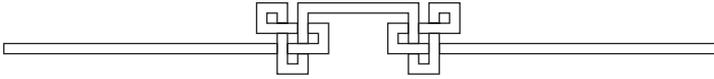
Helping to share ideas and solutions in team meetings.

The Chinese work practice and management styles are very different from the work environment found in a North American company. You can use a variety of tactics to help new Chinese employees to 'open up' during team meetings.

Allow time to help an individual to become accustomed and comfortable to the open style team meetings and the sharing of ideas or solutions with their team.



An imperial guardian lion, also called a Fu Lion or a Foo Dog, is believed to have powerful mythic protective powers and has traditionally stood in front of Chinese Imperial palaces, temples, emperors' tombs, government offices, and the homes of government officials and the wealthy. The lions are generally present in pairs. The male lion has his right paw on a ball, which represents the "flower of life" The female is essentially identical, but has a single cub under her left paw. Symbolically, the female protects those dwelling inside, while the male guards the structure.



Traditions, Beliefs and Sensitive Issues

A fundamental knowledge of the different beliefs, issues and traditions of the Chinese culture are necessary to build a mutual understanding.

幸運

幸运

Luck

TRADITIONS

There are many different holidays that Chinese people celebrate. In addition to some of the popular North American holidays, some holidays that are commonly celebrated are:

Chinese New Year: The Chinese New Year is the biggest holiday in China. Its importance is similar to Christmas and New Years except it lasts for over 10 days in early winter at the end of January and the beginning of February. North American businesses that have dealings in China avoid this time of year since it is a national holiday and festivities prevent people from working.

Although there will be plenty of celebrations including banquets, performances and fireworks, the most important is the giving of red envelopes or lucky money envelopes when people say 'Gong Hei Fat Choy'. Most Chinese will observe the Chinese New Year celebration in Canada. The actual day varies from year-to-year as it is determined by the lunar calendar.

Birthdays: Traditionally in China, birthdays do not have the same importance as in North America with the exception for newborns and the elderly. If celebrated according to the lunar calendar, the actual date of one's birthday could change from year-to-year in the western calendar.

Mid-Autumn Festival: The Moon Festival or Moon Cake Day is very popular holiday where family and friends celebrate the abundance of the summer harvest and togetherness. Moon Cakes are rich Chinese pastries and although most people may not remember the story behind the moon cake, many Chinese restaurants and bakeries continue to promote the celebration. This holiday is usually in mid to late September and is determined by the lunar calendar.

First day in Winter/Spring: These are two big days in China. Similar to Thanksgiving, many Chinese still do family gatherings on these days in Canada.

Christmas and New Years: With the influence of Catholicism and Christianity, many Chinese families celebrate Christmas and New Years in a similar manner as Canadians do. Some changes include choosing to have duck instead of turkey.

CULTURAL INFLUENCES

Superstitions: Many of the superstitions are due to cultural practices. Most Chinese are very conscious of their behaviour and would not bring their beliefs and superstitious activities into the workplace.

The number 4: The pronunciation of the word '4' in Chinese sounds very much like the pronunciation of the word 'death'. The number 4 is avoided when purchasing anything from a house to phone number. Real estate agents and car salesman experience the impact of this number first hand.

The number 8: Chinese people love the number 8. The pronunciation of the word "8" in Cantonese and Mandarin sounds similar to the pronunciation of a word which means to become wealthy. Use of the number 8 is common when choosing a license number, cell number or even when playing lotteries.

Gift giving protocol:

Not recommended:

- Clock - pronunciation of 'giving a clock' sounds the same as 'attending funeral'
- Scissors, knives, tools, or other sharp objects - are not comfortable gifts
- Green hat - 'wearing a green hat' implies 'your spouse is having an affair'
- Gift wrap - avoid navy blue, black and white. These colours are associated with sadness and mostly used for funerals
- Visiting someone who is sick - do not give melons of any kind; phonetically, melons means 'dead' in colloquial Cantonese

Qigong or Chi Kung (The inner energy): The belief is that there is inner energy in each person and the flow of good inner energy leads to good health. From this basis acupuncture is developed, tai-chi exercise is formed and meditation is adopted.

Classification of Food: Traditionally, especially in the Cantonese culture, individuals divide food into different categories based on its internal energy. Some foods are deemed to cause more internal heat while some food is classified as 'cool' food. It has an important impact to one's diet during pregnancy, after giving birth, after surgery, or recovery from injury.

Feng Shui: This belief is related to energy within a house as a result of the décor and physical location. Individuals who believe in Feng Shui become concerned when choosing their house location, office location, and the arrangement of their home or office furniture.

Face: In the Chinese culture, “face” is associated with an individual’s ego and dignity. The loss of face is often associated with very minor conditions that can accumulate over time. If a Chinese employee senses that another employee is being paid more attention to or senses that they are being ignored, they may feel a loss of face. Negative replies can be considered impolite and not good face giving.

Family: Caring for family is very important in the Chinese culture. Emphasis is placed on children’s education and respect for the elders. Wisdom is associated with individuals who are older in age. Children remain well-bonded with their parents and have a sense of responsibility to look after their parents.

SENSITIVE ISSUES

The following are some sensitive issues to be aware of:

Taiwan: The subject as to whether Taiwan should be independent or part of China.

Tibet: Similar to Taiwan, the political issue surrounding Tibet is its independence.

Falun Gong: The Chinese government does not believe that Falun Gong is a health conscientious society focusing on meditation exercise and with no political agenda.

Japan: Japan’s involvements in China during WWII and recent disputes is a touchy subject for some Chinese individuals. Generally, the Chinese people have strong or mixed feelings toward Japan. Some consideration may be required if Chinese and Japanese individuals are to be placed in a team together.

RELIGION

Within the Chinese ethnic group, individuals have many different religious affiliations. To fully appreciate Chinese religious beliefs, one has to look at the teachings and doctrines that form the Chinese culture. These teachings have a very deep-rooted impact on the Chinese morale standard, their treatment of one another, relationships with seniors, people in power and the deceased, and concepts regarding death etc.

Over the last hundred years, religions and teachings in China have included Buddhism, Confucianism, Taoism, I Ching, Zen, Christianity, Islam, and The Book of Mao, etc. Buddhism, like Christianity, has many different sects, each with their own emphasis. It is also worth knowing that in spite of all the different religions, different schools of thoughts and doctrines, there remain many Chinese who are atheists.

Gaining insight can help employers

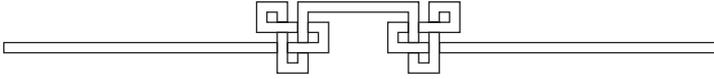
Chinese individuals have a set of sensitive issues, beliefs and traditions and the importance of these varies from one person to the next. Generally speaking, Chinese immigrants value the importance of family especially during certain holidays.

If employers gain some insight into the beliefs, traditions and sensitive issues that may have an impact on a Chinese individual, it can help when interacting with them in a work environment.

The Great Wall of China ("Long Wall") is a series of stone and earthen fortifications, built, rebuilt, and maintained between the 5th century BC and the 16th century to protect the northern borders of the Chinese Empire.

The Great Wall stretches over 6,500 km along an arc that roughly delineates the southern edge of Inner Mongolia, but stretches to over 6,700 km in total. It has been estimated that 2 to 3 million Chinese died as part of the centuries-long project of building the wall.





Communication on the Job

Good communication is essential in all efficient businesses. Whether or not an individual chooses to share a piece of information can often make or break a deal in the business environment. It is important to ensure that there is good communication in the workplace to maintain a good business environment.

This topic will:

- Help employers understand the general communication styles of Chinese employees.
- Provide strategies to break down communication barriers and effectively communicate to employees.

尊重

Respect

General communication styles of the Chinese immigrant employee

Answering Questions or Attaining Feedback

In China, employees are not accustomed to self-evaluation or opinion related questions. Employers or supervisors usually give direct instructions to employees and preferences or opinions of the employee are not often asked.

Scenario 1: This is a sample excerpt taken from a conversation between a supervisor and a Chinese immigrant subordinate. The employee is apprehensive about expressing their opinion for fear that they might anger their supervisor.

Supervisor: *"Hey John, what do you think about the effectiveness of our storage protocols?"*

Employee: *"Oh, I think it is great!" (Regardless of what he really thinks)*

Supervisor: *"You don't think that it needs some changes to increase efficiency?"*

Employee: *"No. No. Your design is good. No change is necessary."*

Recommendations to Employers:

- In the initial stages, the employer needs to let the new employee know that their opinion is valued and will help with company efficiency.
- An alternative method of obtaining an opinion would be to ask in private for their opinion and ensure that they would not be penalized for expressing it.
- How much a Chinese employee decides to divulge, depends on the trust that exists between the employer and employee.

Verbal and non-verbal cues

How a Chinese employee interprets information they receive will be used by them to evaluate their situation. Facial expressions, gestures and body language of others are some verbal signs that they may interpret.

Hierarchal order is another example:

- The seating arrangement in a meeting can consist of the highest level managers seated at the head of the table with the individuals of next ranking at their sides and so on. A Chinese individual may perceive these cues and act accordingly by sitting at a certain position.
- During meetings, a Chinese individual may consciously withhold certain comments to ensure that they do not disagree with or outshine their supervisor.

Scenario 2: This scenario is written by a Chinese immigrant employee about how they perceived their relationship with their supervisor.

My manager is a very nice person and he works closely with his team members. In my team, there are 5 people and we split the work evenly between us.

However, whenever my manager wants a progress update or if there is a problem, he always goes to ask Mary first. Sometimes, afterwards, he might come and ask me about my work or about my opinion regarding certain issues. I feel a lot of times that Mary is the favourite because during team meetings she sits closest to the team manager and she and our manager have a lot of discussions.

Sometimes, I feel that my manager doesn't trust me very much because we don't talk as often or in as much detail as he and Mary.

Interpretation of the Scenario

In this scenario, the Chinese employee sees that the manager approaches Mary first and senses favouritism regardless of whether it is true or not. He may feel that he is not trusted because his opinion is not sought out as readily. However, the reason that the employer often approaches Mary first is because Mary sits closest to his office and is very vocal. Additionally, the manager may feel that the Chinese employee is a quiet individual worker so he may not communicate with this individual as much.

Recommendations to Employers:

- Be aware of any non-verbal cues that are displayed through work habits to ensure that employees feel trusted.
- Explicit instructions could be given so that situations are not misinterpreted.
- Inform Chinese immigrant employees to ask questions whenever they feel that something is unclear to avoid making mistakes.

Reading between the lines

In China, the recording and enforcing of rules or regulations is a fairly new process. As rules are sometimes unclear, people learn to read between the lines and these assumptions are often continued when they immigrate.

Recommendations to Employers:

- To help them understand, explain and emphasize the importance of following rules or directions that are given.
- As there may be a cultural influence, employers need to understand that there is learning curve with respect to adhering to directions closely.
- Employers should encourage employees to ask questions rather than try to interpret the information that they find unclear.

Scenario 3: This scenario demonstrates how rules in China are sometimes implicitly followed:

Being a frequent traveller, I am very aware of baggage regulations when aboard different modes of transportation. When I first got off the plane in China, I decided that I would take the train to the city. However, after arriving at the platform of the train, I realized that there were several regulations for the amount of baggage each person was allowed to carry.

With me, I had two large pieces of luggage as well as two hand carried items. However, the rules stipulated that the baggage can weigh a maximum of 20 kg total per train ticket. As a result of this, I was quite prepared to make arrangements for my excess baggage.

When I approached a coachman on the platform and explained my situation, he said that I was okay and I didn't need to worry too much about the rules because they were not seriously carried out.

Fact vs. Opinion

There is often a fine distinction between fact and opinion. In North America, knowing the difference between an individual's personal opinions from the actual facts of the situation is vital. However, in the Chinese culture, an individual's opinion can be as important as the facts surrounding the situation. As a result during discussions, a Chinese employee may:

- Interpret information given as fact when it is an opinion.
- Emphasize their opinion in a matter although the facts may or may not support it.
- Use their opinion to support their cause/argument.
- Express their thinking with use of their "feelings" rather than exact logic.
- Put effort into stepping back from a situation in order to understand another individual's perspective.

Recommendations to Employers:

Clarify the difference between fact and opinion to ensure that information is not misinterpreted.

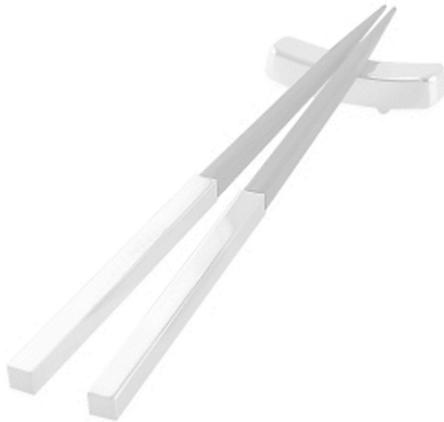
Agree to Disagree

In North America, the saying, "we agree to disagree" means that the individuals who are in conflict or have a difference of opinion understand that they each possess different perspectives in the matter and realize that neither will budge. As a result, they accept that neither person is right or wrong. The Chinese immigrant employee may not understand this communication concept and as a result, when they disagree they may not want to express it as they fear voicing out a different opinion may mean criticizing the other person is wrong.

Clearly communicate information

Good and effective communication is important in the workplace. Information communicated can be interpreted in different ways and ultimately it affects how the listener perceives and understands the message.

As a result of differences in interpretation, Chinese individuals may misunderstand what is expected of them. Providing details of what is expected of an employee can help ensure that the intentions and information are clearly understood.





Training and Performance Evaluations

A basic understanding of the Chinese culture is key to ensuring the effectiveness of training and appraisal.

This topic will provide employers, supervisors, instructors with:

- Training methods to help Chinese employees maximize their learning.
- Useful methods of presenting employees with feedback.

智慧

Wisdom

Training and Performance Evaluations

Training and performance evaluation are important to the effectiveness of a workplace and have an impact on the success in retaining employees. It is also important when supporting an immigrant employee to become a productive member of the team.

A basic understanding of the Chinese culture is key to ensuring the effectiveness of the training and appraisal. Understanding how a Chinese immigrant typically listens and learns and being sensitive to the employees' culture can improve the retention rate of the information and avoid misunderstanding.

Training

Training in China is mostly achieved through a directive style of teaching or in a lecture format. Students usually sit in a classroom and listen to the lecturers. Teachers are regarded very highly and their teachings are rarely questioned.

Chinese are brought up in a society where rules or teachers are seldom challenged. Very often they learn on their own and figure things out as they perform their tasks. Chinese individuals can be very individualistic learners.

Scenario: This scenario illustrates some difficulties a trainer may experience during a training session.

Being a Process Engineer, I often train the plant operators when the company brings in new production lines. Since an operator may rotate between multiple production cells, we often train new employees in groups, going through information about several cells at once.

Being a trainer, I appreciate open style classrooms and try to encourage people in my training sessions to give me feedback as well as contribute to the discussions. This way, I get to speak less and issues that would arise later on are addressed earlier.

One time, I had a group of experienced and newly employed operators who were placed on a new production line. This was a multi-day training session and I learned from one of the operators that a newly hired Chinese immigrant operator approached him after the first session and suggested that rather than ask questions perhaps it would be more important to listen to their teacher talk.

- During training, Chinese employees may be more comfortable with listening to their instructor rather than posing questions and contributing to discussions. They may not be familiar with questioning their teachers, tend to appreciate lecture style environments and may not understand how posing questions is part of the learning process.
- When asking questions, individuals may be afraid to be ridiculed or feel embarrassed because it makes them appear less knowledgeable. They can feel belittled when they are put on the spot.
- Assuming the role of a student is easy for the employee in order to learn and absorb information very quickly.
- Coming from a collectivist background, Chinese employees may withhold their own judgment or criticism to maintain harmony within the group.

Recommendations for Training Sessions:

- At the beginning, instructors need to help employees understand they are not looking for right answers and use real life examples to illustrate their points.
- Explain to the employees the importance of asking questions and that it is a learning process. Encourage the employees to ask questions throughout the entire session.
- Raising questions is also a learning process. Expose employees to different types of questions to help them adjust to this mode.
- Instructors can encourage their students to ask questions by posing a question themselves. For example, instructors can say, “you might ask yourself at this point, what is the purpose of this procedure?”
- Surveying employees prior to the start of the training can help to better understand what employees wish to achieve from the training. This might be done by handing in surveys anonymously.
- Since Chinese employees feel very uncomfortable when they are “put on the spot”, you may want to:
 - Pose questions to the class rather than to the individual.
 - Provide a scenario/answer and ask whether the employee agrees or disagrees with the statement.
- When trying to obtain feedback about the completed training session, an instructor could:
 - Give the trainees evaluation surveys and ask them questions such as “what I like best” or “the most important part if the training was...”

- Have a one-on-one session with the employee to understand what parts of the training worked best for them.
- To assess the success of a workshop or training session, an instructor could ask managers to evaluate the employee in the future to see if the behaviour or training has benefited the employee.
- Provide employees a hard copy of the information so that they can refer back to the manual when needed. Absorbing the information in short training sessions can be difficult, especially if English is a second language. Reading the information is beneficial since it gives the employee the ability to digest and retain the information.
- Instructors may consider using visual aids to help understand the information more easily.

Performance Evaluation

- Providing feedback to employees is an important process. It is most beneficial for employees new to the work environment and unfamiliar with the company process. How an employee perceives the comments from their supervisors is determined by the approach a supervisor adopts.
- When a supervisor gives an employee feedback and a behavioural change is not observed, they may not understand the supervisor's comment or not know what is required of them.

Recommendations to Employers:

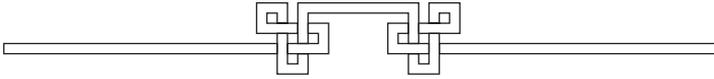
When evaluating an employee in terms of the Canadian standard, an employer may find that the employee does not understand the type of improvement that is necessary.

Employers should provide an indepth explanation of the type of behaviour that is expected. This should include suggestions on how to improve their current work style in order to improve their evaluation. Supervisors may present their advice on qualities that need to be improved followed by positive qualities.

Maximize knowledge through training

Cultural influence can have significant impact on peoples' actions. This is true in training sessions where learning is influenced by past experiences.

Help employees maximize their knowledge through training and benefit from the feedback provided in performance appraisals.



Promoting a skilled, relevant, inclusive, adaptive labour force

The Workforce Planning Board of York Region and Bradford, West Gwillimbury (WPBoard) is a community based not-for-profit organization that gathers local labour market intelligence. WPBoard works with both the supply side (job seekers) and the demand side (employers) to identify emerging skills needs and discuss barriers to hiring from the local labour market.

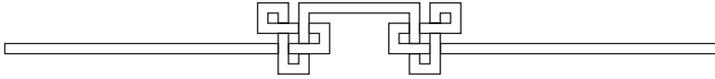
Our role is to work collaboratively with community partners at a grassroots level to support the development of the local labour market by:

- Acting as a conduit in the community to connect stakeholders and identify labour market issues
- Analyze and identify priorities and opportunities
- Measure, refine and add value to the local labour market through projects and resources

Working successfully with newcomers is a long-term commitment. It starts with being open to learning, understanding basic information about your own culture and the cultures of others, and then looking at the way you are of doing business. By looking at the assets and needs of newcomers as your source applicants, conducting interviews, providing orientation to the company, offering ongoing training and learning about communication are ways you can embrace a diverse workforce. The potential gains for both your business and the community are invaluable.



Prosperity



Appendix • Resources

Use this resource to recruit Chinese applicants and to promote your company as an employer of Chinese immigrants.

Note:

For many professional and middle management positions, you may consider using the mainstream media. Potential Chinese employees may use these mainstream sources as well.

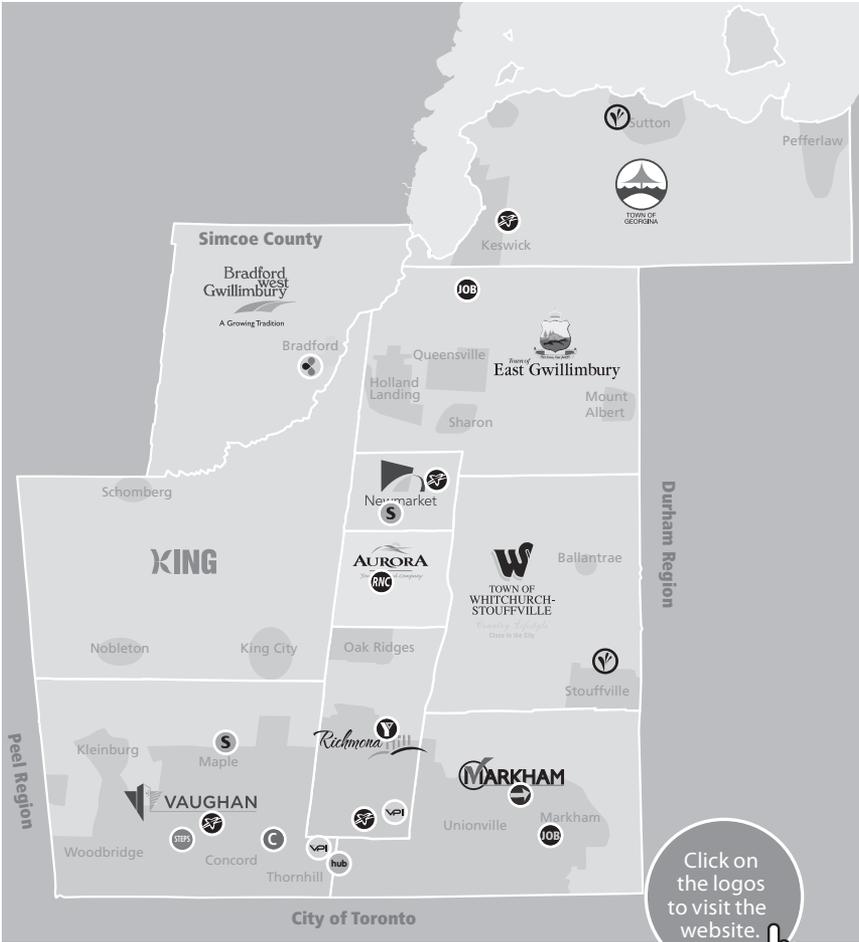
People from Hong Kong generally speak Cantonese and people from Taiwan/mainland China generally speak Mandarin. However, they all read and write in the Chinese language which is depicted in characters.

融和

Harmony

APPENDIX • RESOURCES

To access qualified job ready newcomers, use the interactive map to connect with Employment Support Services for Employers.



Additional Resources for Employers:

Magnet

www.magnet.today

Skills for Change

www.skillsforchange.org

Hire Immigrants

www.hireimmigrants.ca

Toronto Region Immigrant Employment Council

www.triec.ca

Bridging Programs in Ontario

[http://www.citizenship.gov.on.ca/english/keyinitiatives/bridgetraini
ng.shtml](http://www.citizenship.gov.on.ca/english/keyinitiatives/bridgetraini
ng.shtml)

Immigrant Serving Organizations in York Region

Welcome Centres in York Region

www.welcomecentre.ca

Five locations throughout York Region to support newcomers

Markham North

(289) 846-3645

8400 Woodbine Ave, Suite 102-103,
Markham, ON L3R 4N7 (South of Highway 7)

Markham South

(905) 479-7926

7220 Kennedy Road (Hollywood Square),
Markham, ON L3R 7P2 (South of 14th Avenue)

Newmarket

(289) 841-3032

6655 Yonge Street, Unit #26,
Newmarket, ON L3X 1V6 (South of Mulock Drive)

Richmond Hill

(289) 842-3124

South Hill Shopping Centre,
9325 Yonge Street, Unit 31A,
Richmond Hill, ON L4C 0A8
(Northeast Corner of Yonge & 16th)

Vaughan

(905) 761-1155

9100 Jane Street, Building H, Units 56-67,
Vaughan, ON L4K 0A4
(South of Rutherford Road)

Additional Organizations that Support Newcomers

Catholic Community Services of York Region (905) 770-7040
21 Dunlop Street, Richmond Hill, ON L4C 2M6
www.ccsyr.org

COSTI Immigrant Services (905) 669-5627
3100 Rutherford Road, Suite 102, Vaughan, ON L4K 4R6
www.costi.org Email: vaughanemployment@costi.org

Job Skills (905) 948-9996
4961 York Regional Rd 7, Unionville, ON L3R 1N1
www.jobskills.org Email: MarkhamES@jobskills.org

Human Endeavours (905) 553-9291
439 Glenkindie Aveune, Maple, ON L6A 2A2
www.humanendeavour.org Email: info@humanendeavour.org

Social Services Network (905) 554-9033
8 Shadlock Street, Unit 5A, Markham, ON L3S 3K9
www.socialservicesnetwork.org Email: info@socialservicesnetwork.org

The Cross-Cultural Community Services Association (905) 948-1671
York Centre - Metro Square,
3636 Steeles Avenue East, Unit 213A, Markham, ON, L3R 1K9
[www. http://tccsa.on.ca](http://tccsa.on.ca) Email: echeng@tccsa.org

Serving the communities of
York Region and
Bradford West Gwillimbury



Building tomorrow's workforce together

Workforce Planning Board of York
Region Bradford West Gwillimbury

www.wpboard.ca



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