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Examining Systemic and Individual Barriers Experienced By Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project

1.0 Acknowledgements

First and foremost, we want to thank the social workers whose personal experiences are documented and shared for the purpose of this research. We also thank the employers, and the professional and regulatory bodies for expressing their insights on the individual and systemic actions taken to make changes in the workplace. We hope that this report accurately reflects the barriers and opportunities identified throughout the process.

This research study would not have been possible without the dedication and commitment of several individuals who were interested in making a difference in the access to employment and promotion of visible minority social work professionals. The following Steering Committee Members provided input on the development and progress of the research.

- Gulshan Allibhai, Cultural Initiative Worker at the Canadian Mental Health Association Toronto (CMHA)
- Rakesh K.S. Bhardwaj, HOST Program Worker at Culturelink
- Susan Brown, former Recruitment Manager at the Children's Aid Society of Toronto (CAST)
- Axelle Janczur, Executive Director at Access Alliance Multicultural Community Health Centre
- Corrine McDonald, retired Human Resources Manager at the Children's Aid Society of Toronto (CAST)
- Glenda McDonald, Registrar at the Ontario College of Social Workers and Social Service Workers (OCSWSSW)
- Joan MacKenzie Davies, Executive Director of the Ontario Association of Social Workers (OASW)
- Jothi Ramesh, Counsellor at the Sherbourne Health Centre
- Rajko Seat, former Community Development Worker at the Family Services Association (FSA)
- Eliana Suarez, Social Worker at the Canadian Mental Health Association (CMHA)
- Rekha Vaishnav, Case Manager at Across Boundaries
- Paula Warkentin, Social Worker at Sunnybrook/Women's College Health Sciences Centre

The research also would not have been possible without the work of our research assistants and volunteers, including Necole Sommersell, Kelly Tran, Sara Marlowe, Sara Shahsiah, Sukanya Shankar, Chizuru Mitani and Faiza Ashraf.

We are pleased to report that this research study was key to providing documented evidence to support the creation of the first ever in Canada, Internationally Educated Social Work Professionals Bridging to Employment and Registration Program offered by the G. Raymond Chang School of Continuing Education and the School of Social Work at Ryerson University and Access Alliance Multicultural Community Health Centre. For information, see <http://www.ryerson.ca/ce/socialwork>

Without the financial support of the Department of Canadian Heritage and Human Resources and Skills Development Canada, this research study would not have been possible. Further, we wish to acknowledge Ryerson University, Faculty of Community Services which provided matched funds for faculty release time thereby demonstrating how academic institutions support community-based participatory research that can lead to systemic change.

2.0 Introduction to the Report

The purpose of this report is to systematically document the experiences, thoughts and feelings on the employment barriers and opportunities of visible minority social workers. The report is written from the perspective of employed and unemployed social workers who are internationally and Canadian trained and employers in the social service sector. Data for this research was obtained through the collection of different methods of information, including survey data, qualitative interviews and focus groups to ensure both the confirmability and transferability of the data.

In the report, you will find detailed direct quotes from participants in the research to allow for their experiences to be explicitly shown without interpretation. As part of an anti-racism research perspective, there is little analysis by the researchers of the data, rather it is the data which leads and directs the findings. This method acknowledges that no one is free of bias and allows you as the reader to understand and reflect on the data from your own social location. It is hoped that this research will contribute evidence towards an increased understanding of the current impact of equity practice within organizations by identifying key issues of exclusionary practices with the goal of improving organizational change strategies. And finally, an independent evaluation of the research process and outcomes was also conducted (See Appendix C).

3.0 Background to the Research

The impetus for this study emerged from a series of discussions initiated at Access Alliance Multicultural Community Health Centre from 2002 to 2004. Concerned stakeholders in the social services sector, including Executive Directors, senior managers, human resources staff, professional and regulatory bodies, funders, and researchers identified barriers in access to the employment and promotion of visible minority social workers in the social services field. The systemic nature of the problem raised a need for stakeholders to explore ways to implement a broad-based anti-racism strategy to address the barriers both within their agencies and among the sector, particularly in mainstream agencies where visible minorities were most under-represented.

Many of the directors, managers and staff of these organizations readily acknowledged that barriers existed in the employment of visible minority staff as evidenced by their current staff representation. At the management levels of most organizations, particularly in senior management, visible minority representation was little to none. The group wanted further in-depth, evidence-based knowledge to first identify and understand the issue and then to implement a strategy within organizations to increase access in the employment and promotion of visible minority social workers.

The research involved an extensive literature (See Appendix A) and policy document review, survey research (See Appendix B), in-depth qualitative interviews and focus groups exploring the perspectives of visible minority social workers (both internationally trained and Canadian trained), social service employers, professional and regulatory bodies. The following research questions framed the study:

1. What are the systemic and individual barriers faced by visible minority social workers? How are the barriers different and similar for those who are internationally trained and for those trained in Canada?
2. What are the agency level-barriers that knowingly and unknowingly limit access to the employment and promotion of visible minority professionals?
3. What strategies and actions can agencies implement to eliminate barriers and increase access to the employment, retention, and promotion of visible minority social workers?

4. What employment strategies can be implemented to address barriers and to create organizational change?

The findings of this research can be applied to professions other than social work. Barriers to employment continue to exist for visible minority workers in all sectors of the Canadian labour market. The social work profession is a valuable case study as social service organizations often are interested to seek staff personnel who reflect the communities they serve. Furthermore, social work is a profession that prides itself on being committed to the pursuit of social justice (Canadian Association of Social Workers, 1994) and, therefore, should model fair and equitable hiring processes.

Although social work is a regulated profession in Ontario, registration to the College is currently not mandatory for employment in the broad social service sector. Some individuals with social work training and education are employed in the social services sector without being registered with the Ontario College of Social Workers and Social Service Workers (OCSWSSW). Therefore, registration with the College or accreditation is not seen as a systemic barrier to the same extent as those who are internationally educated in other professions, such as doctors, pharmacists, nurses, midwives, and dieticians in which registration is mandatory for practice.

After 18 months of data collection, analysis and synthesis, the following is an overall summary of the main findings and recommendations.

4.0 Summary of Main Findings

Finding # 1

Although organizations strive to be anti-racism and to promote diversity, access and equity, individual and systemic racism continues to exist among organizations. Anti-racism organizational strategies that are currently implemented within organizations are not fully effective.

Finding # 2

Organizations often identify their practices and policies as fair and neutral, yet they are not, as evidenced by their actions which negatively impact visible minority social workers' access, promotion and retention opportunities within the social services sector.

Finding # 3

Organizations find it difficult and/or have a lack of motivation to collect data to systemically document the level of visible minority representation in their workplace. The collection of data is a necessary step in documenting and measuring accountability to develop an effective equity framework.

Finding # 4

Organizations often fail to critically examine their organizational practices as evidenced by their lack of systemic change actions.

Finding # 5

The values and norms of an agency's organizational culture are defined by the dominant culture which is Whiteness that results in exclusionary barriers for racially marginalized communities.

5.0 Summary of Main Recommendations

Recommendation # 1

Critically examine individual practices within agencies and the impact of each of our values and norms on the culture created in organizations. An organizational action plan that incorporates critical self-reflection about one's own social location to practice in addition to organizational practices is essential.

Recommendation # 2

Reassess and recreate equity frameworks within organizations that are accountable to those impacted. If equity is in place, an understanding aimed at a differential response to achieve equity in the workplace occurs.

Recommendation # 3

Adopt an anti-racism organizational change strategy with a comprehensive plan of action and an accountability framework to be implemented at all levels within the organization.

Recommendation # 4

Examine relationships across systems and structures in order for systemic change to occur.

6.0 Overview of Literature Review

A literature review that specifically focussed on the profession of social work and the employment of visible minority social workers was conducted to provide some background information on setting the context of the research (See Appendix A). Although much literature exists on the role that recent immigrants play in the labour market (Alboim et al., 2005; Anisef et al., 2004) and, in particular, those who are internationally educated, little research exists on the specific barriers and opportunities that social work professionals face in the labour market, including those who are Canadian educated.

Research shows strong evidence that highly educated professionals who are visible minority face labour market discrimination (PROMPT, 2005b) and, more specifically, that visible minority social work professionals face barriers to promotion in the workforce (Canadian Race Relations Foundation, 2000). Of significance, this research speaks to the role that race plays in the employment opportunities of visible minority people (Teelucksingh & Galabuzi, 2001). A commonly discussed barrier for internationally educated social workers (IESWs) is that they do not have Canadian work experience. Yet, visible minority, Canadian-educated social work professionals also face significant unemployment and underemployment in the Canadian labour market (Cheung, 2005) and issues of individual and system racism are the underlying factors that impact access to employment. Notwithstanding these similarities, IESWs face a particular set of labour market barriers that disadvantages them as a group (PROMPT, 2004). Interventions that focus on policy and practice made by employers at the systemic level in conjunction with the support of bridging programs to meet the specific professional training needs of IESWs are some of the current strategies employed to address the barriers.

From an equity framework point of view, interventions aimed at the Canadian labour market integration of IESWs can be viewed as controversial. Some argue that the demand for "Canadian" work experience is discriminatory towards the equality rights of recent immigrants (PROMPT, 2004). For instance, if employers dictate that candidates require "Canadian" work experience, and do not recognize the knowledge and experience obtained outside of Canada, this perpetuates racist assumptions and attitudes about the "others" skills and abilities and maintains the dominant White culture in the Canadian workplace. The refusal of many Canadian employers to embrace diversity in the workplace has resulted in the deskilling of highly educated and overqualified IESWs. More often than not, a deficit approach to IESWs is taken by employers who assume that their English language proficiency is not up to the standard of the Canadian workplace (PROMPT, 2004). Employers often fail to recognize the universal

nature of knowledge, training and work experience and do not know how to capitalize on the knowledge, perspective and expertise that IESWs bring to the sector. These occurrences are not a surprise given the research findings which provide evidence showing that employers have been unable to fully commit to the practice of sound equity principles in their workplace practices.

All visible minority social work professionals, whether Canadian or internationally educated and trained face barriers in the Canadian labour market. Research indicates that anti-racism organizational development is instrumental to addressing the intentional and unintentional barriers faced by visible minorities (Agoecs & Michael, 2001). Yet, factually, the literature also demonstrates that mainstream agencies have struggled with developing equity-based frameworks within their organizational and institutional practices (Henry et al., 2006).

The research study sets out, by documenting qualitative and quantitative evidence, to show the ways in which internationally and Canadian educated visible minority social workers face barriers to employment in the Canadian field of social work practice and strategies to promote equity within organizations. To begin, one should have a clear context of the social services sector in Canada.

According to Stevens, (1997, pp. 29-37) there are five types of models of service provision that exist in the social services sector.

- parallel services, such as settlement and other immigrant-serving organizations
- ethno-specific services, such as specialized ethno-cultural services provided by members of that community
- generic services, such as hospitals
- bridging services, such as interpreter programs
- mainstream agencies, such as service associations

This study focused on mainstream agencies because they are institutions mandated to provide services to all members of the community. Due to their particular mandate to serve all, mainstream agencies were selected as the focus of this research study. But more importantly, according to the literature, it is in generic and mainstream organizations where visible minority social workers face the greatest difficulty in gaining access to employment and are therefore under-represented, particularly in management or senior-level management positions (Henry & Tator, 2006).

Systemic racism can be perpetuated in the way social services are structurally organized and financially resourced which results in the underemployment of visible minority social workers. Marginalized and dominant communities hold differing amounts of power to be able to influence and shape resource allocation. In turn, the government and the system itself perpetuate and reinforce particular forms of power relations between various groups of communities. According to Tator (1999), a study conducted in 1991 entitled "Family Services for All" "found an appalling lack of services in ten ethnocultural and racial minority communities." (p. 161). Specifically, some statistics show that, for a city that holds the largest population in Canada, the "systemic barriers first identified in the early eighties, continue to operate in the delivery of family services to these communities." (Medeiros, p. 10)

Fewer than 8 percent of staff at established mainstream agencies spoke a language other than English, and only 14 percent of front-line staff were identified as being from the ten communities studied. Whereas \$14.6 million was allocated annually to Metro (Toronto) for family services, only \$900,000.00 went to ethno-cultural agencies. The issue is not just lack of money, but rather a complacent disregard for the needs and rights of ethno-cultural and racial communities who represent 60% of the population of Metro.

Even today, in 2006, not much has changed in the social service delivery structure. In a recent survey that was completed by 21 mainstream social service employers (See Appendix B), it was found

that 70% of social service employers were born in Canada and more than four-fifths of employers stated English as their primary or only language. These findings are not surprising given the variance found in funding levels received by the different types of service agencies. Those who work in mainstream organizations typically receive better pay and employment stability and mobility.

If visible minority clients are experiencing barriers in access to services in mainstream agencies then, predictably, social workers who are of a visible minority background will also face barriers in access to positions as well as mobility and advancement within these agencies. Evidence in this research supported this finding. For the purposes of this research study, these issues raise important questions regarding the organizational development of agencies in being responsive to visible minority people in both employment and service delivery.

7.0 Research Methodology and Analytic Framework

7.1 Anti-Racism Theory Applied to an Understanding of Systemic Racism

This research study requires a methodology from which to frame and interpret the primary data obtained in the quantitative and qualitative data analysis. The research team coded and analyzed the data from an anti-racism perspective. An anti-racism perspective acknowledges that not everyone has the same rights and privileges in being able to access employment and services within social service agencies. The goal of an anti-racism perspective is to analyze the processes by which people may be excluded and, in comparison, to those who are privileged and who do not experience the same barriers. Further, an anti-racism perspective specifically looks at processes of racialization that grants those who are White the power and privilege to function in a world that mirrors their needs and aspirations. An example in organizations is the hiring of staff who look, sound and have similar values to those who employ them.

In order to understand how systemic racism operates within an organization's culture, one must see how race, gender, and ethnicity can mediate the lived experiences and interactions of visible minority people, whether Canadian and/or internationally educated, within social service agencies. In particular, this research study reveals some of the values and approaches of mainstream agencies that produce the impact of excluding those who are different from the dominant norm. Race can mediate people's understandings and perceptions of those experiences, but the differences between people's perceptions and understandings of these values must be understood at two levels. First, the values often shared within organizational cultures tend to reflect the dominant culture. Historically, those who come from privileged backgrounds take for granted that their norms and values reflect their life experiences, aspirations, needs and perspectives. Second, the dominant culture can take for granted that their values are institutionally and societally supported by others in the community. This gives the dominant culture real power and acquisition of resources to shape and define how things are done. Therefore, the problem of White privilege and dominance within social service agencies is often not recognized, identified or discussed and, as a result, cannot be addressed.

Based on race, those who are White have what the Ontario Healthy Communities Coalition (2004, p. 17) describes as: "personal access to power and privilege" that enables them to fully participate within the organizational life of the agency in ways that racial minority communities cannot. In mainstream social service agencies, the social and cultural process of Whiteness is often occurring and, in turn, creating everyday knowledge about the abilities, and experiences of visible minority social work professionals. These social and cultural processes also result in exclusionary and discriminatory actions against visible minority social work professionals who are negatively understood and seen as not fitting in with dominant cultural norms.

7.2 Data Collection

Data collection for this study began in September 2004 and ended May 2005. Quantitative and qualitative data methods were used for this study, including survey research, in-depth qualitative interviews and focus groups. In total, there were five different sample profile groups of people targeted:

- Employers from mainstream agencies, such as child welfare agencies, governmental agencies, general and psychiatric hospitals, family services and community associations, school boards, and community health centres;
- Employed and unemployed visible minority social workers;
- The Ontario College of Social Workers and Social Service Workers (OCSWSSW);
- The Ontario Association of Social Workers (OASW); and
- The Canadian Association of Social Workers (CASW).

First, survey research provided quantitative baseline data on how the sample group perceived the labour market opportunities for visible minority social workers (See Appendix B). Second, twenty-two qualitative interviews were conducted as a way to obtain further in-depth information on people's perceptions, experiences and opinions of this topic. The interviews lasted approximately one hour each. Originally, participants were asked to participate in a second interview as there were concerns about the need to clarify and further probe the meaning of the first interviews. However, given the richness of the answers given in the first interviews, the research team decided not to conduct the second interviews because there was enough data saturation. All semi-structured interviews were transcribed verbatim and a coding framework that generated common themes and categories was established and agreed upon by the research team. And third, as a way to generate discussion and dialogue with one another on this multifaceted and complex topic, focus groups were held to generate a discussion and mapping of the specific employment practices of agencies.

The survey questionnaire was sent through a number of avenues – mail, fax, and email. In total, it is estimated that 300 surveys were mailed to employers and social workers, including alumni from an undergraduate Bachelor of Social Work program. It is not possible to determine the actual sample frame¹ of the quantitative data collected since the questionnaire was posted on a web page with an unknown number of viewers. Furthermore, steering committee members for this research project provided employers' names and contact information as well as other existing contact lists for the 150 employers solicited to participate in the survey. A total of 58 surveys were returned – 37 employed and unemployed social worker surveys and 21 employer surveys.

7.3 Profile of Survey Respondents

The chart below indicates the profile of the people who participated in the employer surveys and who played some kind of role in the hiring of social workers in their organization.

Employer Survey Respondents

Gender (Female/Male)	Job Position (Range)	Length of time in Job Position (Range)	Ethnicity of Employer	Highest Level of Education Completed	Mother Tongue
14 F	Social worker	1-25 years	52% of	71% had a	81% of

¹ A sample frame is a list from which respondents may be selected to be part of a sample.

7 M	to Director of Human Resources	4 contract/part-time 17 permanent full-time	employers were British Isles 29% of employers were either North American, Southern European, or Other European 9% East and South East Asian 5% Caribbean 5% wrote non applicable	Masters degree 24% had a Bachelors degree 5% had a Ph.D.	employers had English only 19% of employers had another language other than English
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The chart below indicates the people who identified themselves as visible minority employed social workers, unemployed social workers and/or underemployed social workers.

Social Worker Survey Respondents

Gender (Female/Male)	Employed, Unemployed or Underemployed Social Workers	Ethnicity in Terms of Employment Status	Age Range of Participants
27 F 10 M	<ul style="list-style-type: none"> 22 employed social workers (15 female and 7 male) 11 unemployed social workers (9 female and 2 male) 3 underemployed social workers (2 female and 1 male) 1 person who did not identify his/her status 	<ul style="list-style-type: none"> All underemployed social workers were of visible minority status (South Asian, African and East and South East Asian background) and working in a contract and/or part-time position 	21-55

7.4 Profile of Qualitative Interview Respondents

Employer Respondents

Code	Gender	Race/Ethnicity	Mainstream	Position and Title
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	(Female/Male)		Agencies (Range in Size)	(Range of Positions)
Employer (E1A – E8A)	6 F 2 M	4 Caucasian 1 North American 3 Visible Minority	46 - 2,500 employees	Manager of Human Resources to Executive Director

* See Appendix 21 for a detailed breakdown of employer respondents.

Unemployed Social Worker Respondents

Code	Gender (Female/Male)	Ethnicity	Country Emigrated From	# of Years in Canada (Range)	Mother Tongue	Canadian Education or IESW
Unemployed Social Worker (UNEMPSW1A – UNEMPSW6A)	5 F 1 M	All visible minority	India, Africa, Asia, and the Middle East	1.8 years – 15 years in Canada, includes Canadian educated	2 English 4 another language other than English	3 Canadian educated 3 IESWs

* See Appendix 22 for a detailed breakdown of unemployed social worker respondents.

Employed Social Worker Respondents

Code	Gender	Ethnicity	Country Emigrated From	# of Years in Canada (Range)	Current Job Position (Range)	Canadian Educated or IESW
Employed Social Worker (EMPSW1A – EMPSW6A)	4 M 2 F	All visible minority	2 South East Asian, 1 Black, 1 African, 1 Caribbean and 1 South Asian	11 months – Nil	Intake Worker – Settleme nt Counsell or	2 Canadian Educated 4 IESWs

* See Appendix 23 for a detailed breakdown of employed social worker respondents.

7.5 Profile of Focus Group Respondents

Employer Focus Group Respondents

Coding System	Gender (Female or Male)	Status	Place of Birth	Ethnicity	Highest Level of Education	Length of employment with organization (Range)
# 1 - # 8	8 F	8 Canadian Citizens	5 Canadian Born 3 Born Outside of Canada	4 White 3 Visible Minority 1 Nil	M.S.W.	1.5 - 25 years

* See Appendix 24 for a detailed breakdown of employer focus group respondents.

Employed Social Work Focus Group Respondents

Coding System	Gender (Male or Female)	Status	Place of Birth	Ethnicity	Years looking for work (Range)	Highest Level of Education	Member of OASW	Member of OCSWSSW	Applied for promotion, and were you successful?
#1 - 4	1 M 3 F	2 Canadian Citizen 2 Landed Immigrant	1 Canada 3 outside of Canada	All visible minority	6 months to more than 5 years	MSW	3 Yes 1 No	3 Yes 1 No	2 Yes and No 2 No

* See Appendix 25 for a detailed breakdown of employed social worker respondents.

Unemployed Social Worker Focus Group Respondents

Coding System	Gender (Male or Female)	Status	Place of Birth	Ethnicity	# of Years Looking For Work in Canada (Range)	Highest Level of Education
# 1 - # 4	2 M 2 F	3 Landed Immigrant and 1 other	1 North America and 3 outside of North America	All Visible Minority	1- 6 years	MSW MPH

* See Appendix 26 for a detailed breakdown of unemployed social worker focus group respondents.

7.6 Credibility, Transferability, Trustworthiness, Triangulation, and Confirmability of Data

According to Patton (1990, p. 462), “there is a part of qualitative analysis that is highly creative depending on the insights and conceptual capabilities of the analyst. But there is also a technical side to analysis that is analytically rigorous, mentally replicable, and explicitly systematic.” All data collected in this research was systematically coded and documented by the research team using ATLAS TI software. An audit trail can be given for this research, which demonstrates a tracking system that explicitly documents how the researchers arrived to certain conclusions. It is important for the reader to note that concepts of internal validity, external validity (or generalizability), reliability and objectivity are inappropriate to define qualitative research. Rather, issues of credibility, transferability, triangulation, and confirmability are more suitable.

In this study, allowing the primary data to speak as much as possible on its own enables the reader to see how the research team saw the data. Notwithstanding, all readers of this primary data should remember that no one is free of bias and that your own social location via race, class, gender, religion, sexual orientation, etc. will inevitably mediate your interpretation of the data. The purpose of qualitative research is to show as much as possible the direct quotes of various speakers in order that “presenting such faithful experiences or interpretations of a human experience that the people having the experience would immediately recognize it from these descriptions or interpretations of their own.” (Sandelowski, 1986, p. 30).

Tutty, Rothery & Grinnell (1996, p. 112) discuss three tasks employed to assess the trustworthiness of results: “(1) establishing your own credibility; (2) documenting what you have done to ensure consistency; and (3) documenting what you have to control biases and preconception.” Credibility is achieved when “the subject of the enquiry was accurately identified and described.” (Sandelowski, 1986, p. 30). To prevent interpretations based on idiosyncratic or anecdotal information, the use of multiple sources of data by way of interviewing relevant players in different positions, including employers, employed and unemployed social workers and Canadian- and internationally trained, helped increased the trustworthiness of the data. Further, triangulation of the data by collecting similar information through different methods, for example, survey data, qualitative interviews and focus groups helped increased the credibility and consistency of the data.

In qualitative work, the researchers have the responsibility “to provide the data base that makes transferability judgements possible on the part of the potential appliers.” (Lincoln and Guba, 1985, p. 316). Transferability is accomplished in two ways. First, it is through “thick description.” (Geertz, 1973,

Denzin, 1998) which not only provides in detail what people say but also the context in which people say it. For the outside reader, the findings of the study should fit “into contexts outside the study situation and when its audience views its findings as meaningful and applicable in terms of their own experiences.” (Sandelowski, 1986, p. 32). In sum, this process can be described as the “fit between research questions, data collection procedures, and analysis techniques.” (Eisenhart and Howe, 1992, p. 656)

And, finally, confirmability ensures that the research is free of bias, which means that the “findings of the study could be confirmed by another.” (Marshall and Rossman, 1995, p. 145) More specifically, confirmability is achieved through the enquiry audit which involves keeping on record the:

raw data -- field notes, documents, tapes, etc., processed data and analysis products -- write-ups, summaries, etc., data reconstruction and synthesis products -- codes, patterns, matrices, etc. and final report, process notes -- procedures, design strategies, etc., instrument development information -- pilot forms, schedules, observations, formats, etc. (Robson, 1993, p. 406).

In sum, this research study applied issues of credibility, transferability, trustworthiness, triangulation and confirmability to the qualitative component of the research. All of these measures served as a check on the data and as pointed out by Franklin & Lowry (2001, p. 170) “with qualitative research the inferences are made from the data to the theoretical framework [of anti-racism] and not to the general population.”

8.0 Limitations of the Research

The major limitation of this research study is that due to the nature of the sample selection, the survey used is not representative of the entire population of social workers and employers in Toronto. The social workers and employers were not contacted on a random basis. Therefore, not every social worker or employer had an equal chance of being contacted to participate in the survey. Many potential participants may have been excluded since they were not a part of the network contacts or were not aware of the solicitation from the web page. The survey results represent only the views of those who responded.

9.0 Findings of the Research

Finding #1

Although organizations strive to be anti-racism and to promote diversity, access and equity, individual and systemic racism is prevalent among organizations. Anti-racism organizational strategies that are currently implemented within organizations are not fully effective.

9.1 Mainstream Agencies & Anti-Oppression

Our research shows that within organizations, there is a strong recognition from varying levels of the agency of the importance of anti-oppression and this has resulted in an array of organizational responses and actions. Most social service agencies have implemented some level of anti-discriminatory and anti-oppression policies and practices in their organizations. However, employers discuss below the limitations of being able to implement equity-based principles into their organization, including the impact of implementing an anti-oppression policy in their organization. Generally speaking, the findings reveal that most organizations view themselves as in the process of trying to be anti-oppressive, as opposed to having already arrived at a place of equity.

Employer (E2A)	“(Name of organization) has declared itself an anti-oppression organization, which means that for us we’re working towards anti-oppression and hav[ing] a number of different strategies.”
Employer (E7A)	“Thank God, we just already finished [an] anti-oppression framework discussion. We’re kind of in a place where we have the same language to talk about this.”
Employer (E4A)	“I think that we have a great first level [of] richness here [in anti-oppression work], but I worry that, you know, we haven’t been able to get beyond celebrations of special events, like sharing the food and what not.”
Employer (E1A)	“We’ve got strong anti-discrimination...anti-harassment policies so we try and be completely transparent in the whole process.”

9.2 Employment Equity Legislation

With the introduction of employment equity legislation, social service agencies were encouraged to develop and implement equitable hiring practices at their organization and to find ways to measure their actions in order to make them accountable. However, the government failed to provide funding resources and/or leadership on how to take the necessary action steps to implement a sound employment equity policy. At the time, the government did not have a clear method for its enforcement or accountability structures (NARCC, 2002). As a result, individual organizations were able to make voluntary choices on whether they wanted to implement and enforce employment equity policies. Further, in 1995, the Ontario government repealed the Employment Equity Act. Organizations continued to adopt and implement employment equity to differing degrees. In fact, some employers attribute their move towards being an anti-oppressive organization to the influence of the employment equity legislation implemented in the 1980s and 1990s.

Employer (E2A)	“It came about originally, I’d say, for me [from] the equity legislation [implemented in the] late ‘80s, [and] early ‘90s. [We] recogniz[ed] that we have a Toronto-wide focus and in terms of the clients who were coming through our door, there wasn’t as much diversity as we would have expected to see.”
Employer (E7A)	“I do know [that] there was quite a lot of work done at one time when employment equity was going to be legislated and so on...I think there was probably a lot of training done on that...”

9.3 Strategies that Employers Use to Address Employment Barriers

Overall, this study found that employers did use different strategies to address the barriers faced by racial minority communities to gaining access to employment and/or in being able to participate fully in the life of the agency. In addition to networking for information and dialoguing with other organizations, many of the organizations interviewed did try to make organizational development work a top priority. For some, employers made it clear that the impetus for change must come from those in positions of power at the top of the organization, especially from management. For others, they identified management as having the power to determine the organizational priorities on diversity issues. Common for all employers was the need for organizations to provide management and front-line staff with adequate support and training on organizational development work. Later in the research, we explore the effectiveness and impact of current strategies used.

Below is a list of some strategies that social service employers have said they have implemented at their agencies.

Employer (E2A)	Network and Dialogue With Other Organizations	"I've got a little HR network that I'm [a] part of. I sort [of...] put [the] word out about particular agencies....so it's like [an] informal consultation group of colleagues. So we see it, I think, as providing support and also getting a sense of some of the organizational issues that are present in other [organizations]."
Employer (E6A)	Implement Anti-Racism Organization Developmental Work as a Top Priority in the Organization	"Yeah, well I think it's a matter of we have so much stuff to do, some of which of course is legislated like the pay equity stuff and [then] there's all other sort of other legalities that we have to deal with as well too. It's a matter of the stuff that we have to do and then there's the stuff that, you know we want to do and I think we will get to it. And I think probably part of the choice[s] we make is about what we'll put on the higher priority list..."
Employer (E8A)	Implement Bias-Free Training For Managers	"[We rely on] the sensitivity of the managers in the particular areas to ensure that their staff do the best of their abilities [and are] reflected in the make-up of the community. And so the training we do with managers around bias-free hiring and even the basic diversity training, I think, increases their awareness of the need to have staff [who] are as diverse as possible. So when there are opportunities to hire they will make an extra effort to get applications from places that they normally wouldn't get."
Employer (E5A)	Hire Front-Line Staff Who Come From Racially Diverse Backgrounds	"[We need to] increase the pool of people that we're able to reach when these positions come up. But also improving the education and the anti-oppression education and, also, the skills around the way that staff work with the clientele. [We need them] working so that there's a different kind of atmosphere that people are coming into..."
Employer (E2A)	Develop Internal Resources to Support Management Decisions	"I'd say the critical thing is hopefully you've got someone on the team who's gonna clue into what's happening and shift it, but we've also had situations where the manager has come and had a dialogue with me around, "here's what I'm dealing with...I've got this person who's really feeling like an outsider and let's talk about what are some of the strategies that we might engage into hav[ing] a more inclusive [organization]."
Employer (E2A)	Create a Committee That Focuses on Diversity to Deal With Workplace Issues	"So our [says name of committee] looks at a variety of different issues within the organization. [They] look at services, there are a range of services, and how those services are delivered to what communities, etc. So we look at services, we look [at] workplace issues and our board committee, and we used to look at governance issues...they're handling the governance issues and our internal staff committee will be dealing with the workplace issues by and large."
Employer	Comply with Funder	"We have seen [as] part of the strategic plan, an

(E7A)	Requirements on Diversity	implementation plan on and anti-discrimination policy to work with...that is the requirement from United Way, and again, in the same way, because of this management team, that is kind of announcing, well you know, the buck stops here, we are asked by United Way [of Greater Toronto] to submit [an] anti-discrimination plan [so] what are we going to do about it?"
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In contrast, both employed and unemployed visible minority social workers had different strategies from those of employers that they felt should be adopted in organizations.

Employed Social Worker (EMP SW1A)	Research to Document the Types of Cases that Visible Minority Workers are Handling	"[We need research that could provide] empirical proof [on the] racial background of the worker and the family. I think it would be so good, cuz, we are a very small percentage of non-White workers."
Employed Social Worker (EMP SW1A)	Provide Training for the Entire Agency	"I think for starters we need anti-racism training, 3-6 months [in length]...we've got to begin there...and it's got to [be] throughout the agency."
Employed Social Worker (EMP SW6A)	Develop Policies that Create Change and Have Reporting and Accountability Requirements	"Um, policies and the commitment from management, employers, [and the] board to follow the practices and policies. Policies which define and explain the processes in terms of staff relationship issues, complaints from clients, in the cases of new hiring opportunities. Every organization, I believe that they develop and design the policies. I don't know how many of them are thoroughly committed to follow[ing] those policies. When it is a question of making some decision which is not in line with the policies, it's always said that the Executive Director can make her own discretion." (EMPSW6A)
Employed Social Worker (EMP SW1A)	Create Consultative Case Assignment Processes Which Involve the Community	"I think we need more [visible minority representation] in how cases are assigned. I mean if there is a problem of non-White workers not being able to be retained...right now how cases are assigned are being done by managers. Open[ing] it up would be equitable, right? Now there is no such thing as consulting with workers, you know. It's a top-down model. I think we need more community involvement. "
Unemployed Social Worker (UNEMP SW2A)	Make Changes to the Recruitment and Hiring Processes	"I mean I figure that a system-wide response would mean that employers have to make a bigger commitment to [the] recruitment and hiring process." (UNEMPSW2A)
Unemployed Social Worker (UNEMP SW3A)	Educate Employers About Internationally trained and Educated Professionals	"Okay, there might be barriers in the system now. [We need] a shift from what is being done right now. Like if there is much training, it was training [on] how to make resumes and how to gain Canadian [work] experience which is getting [IESWs]. But first, [education] needs to be channelled to the employers to change their attitudes.

		It will address some of the stereotypes that they have about foreign-trained professionals. And even the [employers can] concentrate more on what is valuable in order to achieve the particular goals of a particular position. I think it may be [that] the ideas could be channelled towards change and, [in particular], attitudes towards Canadian experience. If they look at how they evaluate the credentials and [see] what it [is that they] lack from me. I think that shift is what is needed. They need to look at me--actually look at me and see what I can do for that particular position."
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9.4 Anti-Oppression Policy and Individual and Systemic Barriers in Organizations

Although well intended, both social workers and employers interviewed agreed that policies, networking, committee work, and training in and of themselves do not address the root problems of racism in the agencies, nor do they provide direct accountability in the implementation of action that impacts service delivery, and the workplace environment.

According to many of the employed and unemployed social workers interviewed, the existence of individual and systemic racism prevails in agencies and, therefore, contradicts the employers' view of themselves as non-discriminatory.

Systemic racism is typically found in the recruitment, hiring, performance monitoring, promotion and retention of visible minority staff. The findings of this study revealed that visible minority social workers perceived employers as demonstrating a lack of awareness of the negative impact they had on visible minority social workers on an individual and systemic level.

Individual Level Barriers

Unemployed Social Worker (UNEMP SW2A)	Assumptions About the Knowledge and Abilities of a Visible Minority Worker Colour in the Hiring Process	<p>"But then the other barriers that I find are, you know, actually part of the hiring process. Either [the employer] not having enough of an understanding of diversity and what that means in the workplace. Or expectations of me, [as a woman of colour], as a potential successful candidate...obviously I don't have to tell you, but some pretty incredible things that get said, you know...really oppressive, really racist and really offensive...yeah and they think that's about establishing rapport..."</p> <p>"I know that once I get in the door, [and] if I get an interview, you know, sometimes I think what happens is that there are inappropriate comments made or there are assumptions around what my analysis should be or what understanding of certain things should be around diversity and that kind of stuff."</p>
Unemployed Social Worker (UNEMP SW2A)	Assuming That A Visible Minority Person Should Represent A Specific Community	"Well, [in] a recent job interview that I had, there was a real assumption in that job interview that I would be able to speak for the entire South Asian community in terms of what they might need around outreach initiatives for that given area."

The research found other individual level barriers where visible minority social work job candidates perceived employers as openly committing oppressive behaviours, such as asking discriminatory questions and feeling that employers were not aware of how they felt devalued by employers. Specifically, visible minority social work job candidates spoke about the negative biases found in the way employers selected and interviewed them, questioned potential candidates, and formed their hiring committees.

Unemployed Social Worker Focus Group Respondent	Overt Discriminatory Behaviour In Job Interview	<p>“But when they call me [for an interview], they hear my accent and when they see me...uh, I feel that they, um, they want to make sure [I have a strong enough] English [language] ability.”</p> <p>“So here I am...I speak and present myself well. I have all the education and experience [required for the job]. [So I ask myself,] where do I fit? And so then it turns out to me in hindsight that it was comfort [about me that I needed to bring to the employers].... Are we (employers) going to be comfortable to [this] kind of talk.....Are you going to bring some kind of smelly food in here while we sit around the lunch table?”</p>
Unemployed Social Worker Focus Group Respondent		<p>“[I get asked] how long have you been in Canada? -- which is certainly not a question that should be asked.”</p>
Unemployed Social Worker Group Respondent		<p>“So, asking me what I’m doing here, where did I come from, what kind of name is (says respondent’s name), [I already know that] this interview is probably over.”</p>

Systemic Level Barriers

Employed visible minority workers shared their experiences of what they perceived to be racist behaviours in the workplace. Such discriminatory practices affected their ability to gain lateral and promotional job mobility in the workplace. Interestingly, what constituted evidence to employed visible minority social workers of exclusionary practices as existing in the workplace, included the lack of representation of visible minority people in positions of management and the struggles they faced in trying to gain promotional opportunities.

Systemic-level barriers can be differentiated from individual-level barriers by the actions of employers through the implementation of policies and practices in the organization. These policies and practices create the end outcome of large numbers of people being excluded from equal participation in the workplace on the basis of race.

Employed Social Worker (EMPSW1A)	The Majority of Grievances to the Union are From Visible Minority Workers and the	<p>“The majority of grievances are from non-White workers and [these grievances] are linked to perceptions of poor job performance [by management about non-White workers.] [These issues] are constant barriers to job movement.”</p>
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	Solutions Can Be Found in Organizational Change Strategies	<p>“The majority of the grievances are by people of colour and uh so right away the union said they have been waiting for staff to come forward to initiate anti-racism. We’ve had 2 meetings thus far and, it’s openly, sanctioned by the union for a call for participants. The avenue it seems to be going is the promotion of non-White supervisory positions because there is a tremendous lack of non-White supervisors... But I think that’s where the (says name of committee) comes into play, especially the organizational change strategies which I received from you...I think that is where we look at the paradigm shift within the agency from mainstream model to [a] more [and] anti-oppressive [organization].”</p>
Employed Social Worker (EMPSW1A)	Visible Minority Staff Have Experienced Racist And Oppressive Supervisors	<p>“[Negative perceptions about non-White people] transfers from clients to workers and] on how supervisors sometimes are unable to get outside of the adversarial model. They [apply the adversarial model] to staff, you know, where some [managers] cannot stop. Like [how] they are always finding what is wrong, like not only [with] the family, but now the worker, you know, and in job evaluations. [In] the promotion of non-Whites to higher positions, [but also in] lateral positions when non-Whites are trying to switch to different positions often to escape from racist or oppressive supervisors. They are often blocked. I have applied six to seven times for another position to get the hell away from this racist supervisor and they will not allow me. Nobody will give me a job. The problem is, the job evaluations, are your pitfall. But those job evaluations are done by the supervisors who you are trying to escape.”</p>
Employed Social Worker (EMPSW2A)	Visible Minority Staff Talk About Lateral Mobility or Promotion to Management	<p>“But there are a lot of people who repeatedly have applied for middle management positions. [They even] applied for...lateral movements [and] didn’t get it. Like even when I applied for mine (says the name of the position), there were a lot of people more qualified than me, than myself, who are visible minorities and [who] didn’t get it. So you know, you wonder, like you just have to wonder. To me front line workers...see, they give you these positions, these specialized positions, but they’re still lateral moves. You’re not getting any more pay, right. Workers look at it as promotion, but I know better. I know how the structure works so I know it’s not a promotion. I’m sorry unless you’re management, then what else? Because after being there for a while I felt like I became dormant for a while. I was feeling [like I was not progressing]. I felt like I wasn’t maximizing my</p>

<p>Employed Social Worker (EMPSW1A)</p>		<p>full potential.</p> <p>“You know that to me implicates race...I’ve applied for [lateral] positions because I thought I could learn and grow...The supervisor hired all her friends, of course, all White, but you know that was all so comical, but I mean it happens everywhere, but it is shocking that it would go so uncontested and so blatantly...”</p>
<p>Employed Social Worker (EMPSW3A)</p>		<p>“That’s the delusion you know, in the large scheme of things. If I was a career person, yeah, I could get disillusioned. Some want to be supervisor and all that [and] there’s not a lot of room for growth.”</p> <p>“And I applied to a number of jobs and, um, it’s never...you can never pinpoint it to racism as such. But there’s a sort of very subtle...you don’t get the job and you just look at the people who got the job. Okay. And you say [to yourself] “how come I [didn’t get the job?], you know, I think I’m better qualified [than] you.”</p>
<p>Employed Social Worker (EMPSW2A)</p>	<p>Contradiction Between What Agency Preaches Versus What They Actually Do</p>	<p>“I try not to interpret [their hiring practices] too negatively because I think it’s so easy to get discouraged and de-motivated. And it’s easy to say, you know what, that is not right, this is racism, but the [says name of organization] is supposed to be an equal opportunity employer...But I honestly feel, and I’m saying [this] to you in confidence, that what they say on paper and what they preach is really not what they practise.”</p> <p>“I’m so disillusioned by the whole equity thing. I don’t know if there’s such a thing as equality. Most employers [have their own] definition of equality. I’m not sure where they’re getting it from. I think it’s just there because they have to do it, but I don’t think it’s practised. If they would only practise what they write or preach, it would be a happier place.</p>
<p>Employed Social Worker (EMPSW6A)</p>		<p>“Actions from the management level is supposed to be committed to the more inclusive, non-discriminating behaviour...and sometimes I don’t see those principles in the practices and policies. So it’s really disappointing.”</p>

Employed Social Worker (EMPSW5A)		"I never met any employers that will provide real opportunities to [diverse people]. They are claiming that they are social justice organization or progressive organizations, but in reality they don't provide any real opportunities for people to upgrade themselves."
Employed Social Worker (EMPSW2A)	Tokenistic Hiring Practices	"But I would say that management only recognizes the work of some workers and not others. They don't...I'm not sure how to frame it, but I just don't think the system is just and it's not just management, but I also think it's the very culture, or the very structure that dictates the [agency itself]. You feel like who implemented and wrote the policies? Who are the key players? What are their thoughts? How do they view people? Who's important and who's not important? It's politics right? You put a few dark faces on the front line and they see that and think 'wow', you know..."
Employed Social Worker (EMPSW3A)	Diversity Training Workshops Do Not Create Real Change	"And we all underwent massive training and everything like that, okay...And that created a bit of cynicism within the organization, even on the part of non-Whites. Because, you know, we had all this great training stuff...You know, nothing has really radically changed. It was a nice talk, you know."
Unemployed Social Worker (UNEMPSW1A)	Perception That Getting a Job is Based on Who You Know and Being From Canada Gives You Privilege and Why Do Employers Help IESWs	"But there's a whole [lot] of people who have no professional qualifications. They're just there because they know someone...because they're Canadian born...because by the sheer network. I could be connected to you [so that you can help me] to understand the system and you could be my facilitator in terms of making me understanding the system...bringing me into the system by understanding my position...not pitying me in any sense...not looking down upon me, but just respecting me as a professional who just needs a certain bit [of] awareness."
Unemployed Social Worker (UNEMPSW2A)	Networking in Canada is Eurocentric	"Well you know, it's that very Eurocentric notion around networking right? And it's a very difficult thing I think for someone who is not from Canada to do it in the Canadian way. You have to be very aggressive. You have to become a marketer and you have to be able to sell yourself and it's different from many other places in the world."
Unemployed Social Worker (UNEMPSW5A)	Underemployment of Visible Minority Social Workers	"I'm from Iran and so my document wasn't good enough so I got [my Bachelor and Master of Social Work degrees from Canada and I work] at an entry level. But now I'm trying to get in a more advanced level. I'm stuck. I can't find anything now. Yes, I have Canadian degrees. I speak different languages and I work with different populations and I have a multicultural background, but I'm not even getting interviews."
Unemployed	Need Opportunity	"But where am I going to get those three years of

Social Worker (UNEMPSW5A)	to Gain Work Experience	experience? You know, if nobody's going to invest in me, considering that I have tons of qualifications that will [be] of benefit to the organization. It's not that I, you know, I don't have any other experience. I have a lot of qualifications."
Unemployed Social Worker (UNEMPSW5A)	Low Confidence in Applying for Jobs That Are In Mainstream Organizations and at a Higher Level	"All that time it was discouraging and I think that that's why I never approached any other big institution. Maybe that's unconscious. The reason that I, all the time, apply for entry level and/or at very small organizations where they [require] the minimal in the field. It's just because, unconsciously, maybe I knew that I wasn't good enough and nobody will take me so that's why I applied and now I have my Masters degree and now I can't make the excuse "oh okay I don't have the education." But now I have the education and still nobody takes me. Maybe that's part of it that I [should have] learned from the beginning [that] when I came to Canada I shouldn't expect too much. I [should be] grateful for whatever you get."

9.5 Barriers Faced by Internationally Educated Social Workers

In the process of seeking employment, internationally educated social workers identified barriers that were specific to their situation of having emigrated from another country. Many internationally educated social workers spoke about their experiences of personal stress due to isolation, acculturation and not being able to find suitable employment for a significant time. Furthermore, many highly educated and qualified immigrants experienced downward social and job mobility, resulting in further social alienation and stress.

Employed Social Worker (EMPSW4A)	Internationally Educated Social Workers Experience Downward Social and Job Mobility and If You Can Get a Job You Are Lucky	<p>"I came in 2003 and didn't get employed until 2004. I was beginning to get frustrated, you know, you left a family, expecting that you are going into greener pastures in Canada."</p> <p>"We are immigrants. We are not illegal people. We are immigrants. We paid [the process] to come but honestly we were disappointed when we got here. I mean we saw an ad. I was working in a very good position...we sold everything...we gave everything up so we could [get] a better future for our children in Canada only to get disappointed. We were not hired. We were not employed."</p> <p>"I know there are many people out there who are immigrants and I am an example of [one] of them. But I happen to be one of the lucky ones. I have been lucky to get a job and even though I am doing something and even though it is not where I want to be, but at least it's a starting point..."</p>
Employed Social Worker (EMPSW4A)	Financial Barriers Faced By IESWs	"Like I want my certificate evaluated but I cannot afford that now because I only make enough to pay my rent and to take care of [my] two kids and my husband is not working."

Unemployed Social Worker (UNEMPSW3A)	Accent is a Barrier	"There are some people with heavy accents, you know, some of them cannot really communicate that well in English. They should organize classes for them. Don't let people get frustrated because they do not have jobs. It's not easy going around without jobs."
Unemployed Social Worker (UNEMPSW3A)		Because of my accent, so, okay, I got an African accent. Surprisingly enough in the interview from a child in terms of communicate, [I didn't get the job but], I think it was just an excuse. I think it was just a stereotype."
Employed Social Worker (EMPSW5A)	Knowing Canadian Terms Helps IESWs to Gain Employment	"I knew the Canadian terms, you know, it's so easy for a person who [has another language as their] mother tongue and then working in an English language compared with a person who started in English [and their] mother tongue was English. But I was able to [speak in English] except the accent may be different, right?"
Unemployed Social Worker (UNEMPSW1A)		"It is different here [in Canada]. I mean here I need to invest a whole lot of time understanding the system in terms of the nuances."
Unemployed Social Worker (UNEMPSW3A)		"They still thought I didn't fully understand the Canadian culture that I was fairly new...I think they're kind of looking for someone who has much more [knowledge] about Canadian culture and the training background of that person." "So straight away I got into a [volunteer] program. I was like learning the Canadian work culture, uh, how to communicate."
Employed Social Worker (EMPSW4A)	Obtaining Reference in Canada for Employment is a Barrier	"Yeah they did [need a reference from the country I came from] but [the employer] couldn't [contact] them. If I did not have the U.S. reference, I would not get the job."
Unemployed Social Worker (UNEMPSW3A)	Barriers in the Way Hiring is Done	"Well, I think they can create a barrier by not necessarily taking enough time to look at where the job should be posted. Or to making sure that the questions they're asking in job interviews that go through a certain process around language. Or, around the types of questions and how they might be Eurocentric or not."

Unemployed Social Worker (UNEMPSW4A)	Once IESWs Work in Employment Outside of their Profession, They Cannot Access Their Profession's Networks	<p>"Just in Canada with regards to social work, I [do not] have any work experience in social work because I worked as a nanny for three years [and] for four years now. Right now I'm trying to get back into social work and that's what I'm trying to do."</p> <p>"I think my main problem is that I don't know where to look. And I don't know where my skills really fit in. So I kind of like...when I see something that says "Wanted: Social Worker" I just send in my resume and I'm not sure if my resume is effective enough [and I do not know if] I have the qualities that they need. I think my resume is not as presentable as it should be, you know, it didn't reflect everything that I have, [that is] all the skills that I possess."</p>
Unemployed Social Worker (UNEMPSW6A)		"Maybe we need some networking [opportunities] for employment."
Unemployed Social worker (UNEMPSW4A)	IESWs Enticed to Come to Canada and Being Told That There Is A Need for Social Workers	"Yeah what motivated me to go to work abroad was that there was a newspaper that my friend showed me saying that there's a huge need for social workers in Canada."
Unemployed Social Workers (UNEMPSW4A)	IESWs Feel that Employers Favour Canadian Educated Workers More than Internationally Educated Workers	"I just feel that there's that some kind of [an attitude by employers where they] favour more the Canadian educated workers and that makes me feel inferior in a sense to submit [my] resume [to them]."
Unemployed Social Workers (UNEMPSW4A)	IESWs Feel that Employers Hold Discriminatory Attitudes Toward the Training of IESWs	<p>"Because I feel, you know, there's that stigma that North American people are better than the third world countries, most especially. So they think that whatever education we have back home doesn't really compare to the education that they have here. North Americans feel they're better than any other race. That's what I think they've grown up to believe—that they're better because you know they have everything that they could have here. They have a good life, you know. And people from the third world or any other country flock here to [North America] to avail that. And I think that kind of boosts their ego a bit, you know, "people from other countries go to our country to get a job [so therefore] we are better."</p>
Unemployed Social Workers (UNEMPSW6A)		"I feel some discrimination because I am a foreign-trained social worker and they don't consider my experience. So I think maybe though that they least prioritize me."
Unemployed Social Worker (UNEMPSW5A)	IESW Feels Disadvantaged Because She is not Canadian	"I think because not being Canadian, I, all the time, feel disadvantaged rather than challenged because English is not my first language. So all the time, unconsciously, I'm questioning my level of use of

		the language, appropriateness of the words that I use or the lingo that I use. Also when I write, my writing needs all the time editing. So yeah I feel that I'm never...I never feel that I will be equal, you know. Many of the factors are internalized learned patterns that you learn because you're not born in Canada. You have to work twice [as hard] if not compared to other people in order to show that you are [qualified].
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Finding # 2

Organizations often identify their practices and policies as fair and neutral, yet they are not, as evidenced by their actions which negatively impact visible minority social workers' access, promotion and retention opportunities within the social services sector.

Many organizations believe that their practices and policies are neutral but in fact, a particular set of values and norms do exist in the organization and the people working in these organizations often do not or cannot name these values because of the taken-for-granted acceptance of these values as the norm. These dominant values and norms are a part of Whiteness. Positions taken to redress inequalities are often viewed as biased and contrary to the already existing culture of Whiteness.

The research found that the presumed, yet unnamed dominant culture norms and values, produce a negative impact on the employment, retention and promotion of visible minority workers. Furthermore, the findings also revealed that visible minority workers are often seen as conflictual or different from the norm. Such examples manifested in visible minority people experiencing difficulty in obtaining policy level or management positions in the social services sector.

Many of the respondents made explicit reference to those who are White as having unnamed privilege, that is, those who have race privilege are well represented in upper levels of management and also have power in the decision-making processes of the organization. In contrast, visible minority social workers spoke about the barriers that they faced in obtaining equal access to employment and as a consequence felt discouraged and isolated in the workplace. Employers often perceived their practices as fair, while visible minority social workers had a different perspective.

9.6 Hiring Processes are Fair and Objective

Employer (E1A)	“Well when we word the job description and the job ad we try and cleanse it from any reference that would stop someone from applying, um, it would have such things as qualifications, certifications, and so on, but it wouldn't, um, exclude people from other backgrounds or other cultures provided that they meet the requirements that were necessary.”
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9.7 Lack of Support From Management To Do Things Differently

Employed Social Worker (EMPSW1A)	“When you try to do advocacy, especially, when you advocate for issues of race and access to education, there's no support from management and that, I think, [has] really negatively impact[ed] my experience [here].”
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9.8 People Working in the Sector Have Privilege That is Unnamed

Unemployed Social Worker (UNEMPSW2A)	<p>“It’s a real fear I think around a willingness for different people, [that is], individuals in the sector to be able to say this is where I have privilege.”</p> <p>“We don’t want to take the fundamental time and resources it would really take to unpack this privilege and take a look at it. So there’s a certain amount of talk about challenging the status quo but, not really, I mean not when it gets down to the kind of heart of things. That’s my perspective on the world and, you know, my experiences as a woman of colour would mean, you know different, different things need to be explored like what the faces are on the pictures as we walk into a place, or how we talk about South Asians when we’re walking into a meeting. You know what I find, though, I’m the one who has to challenge it. Right? The White person sitting next to me doesn’t necessarily challenge it when we both hear it, [especially] when we both know that we’re embracing diversity, or that we want to be anti-oppressive, right?”</p>
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9.9 The Culture of Organization Feels more Comfortable for “Bureaucrats”

Employed Social Worker (EMPSW3A)	<p>“[At my other job] I did not understand the Canadian system well enough. The people want someone who, you know, I guess is more comfortable being with the bureaucrats at the [says the name of the organization].”</p>
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10.0 It’s Difficult For People of Colour to Obtain Policy Positions

Employed Social Worker (EMPSW2A)	<p>“As a woman of colour whose had a lot of experience in grassroots organization, my perspective is important in the policy world. That experience should be represented there and it’s not as far as I’m concerned. I haven’t met too many...in fact, I haven’t met one woman of colour who’s in policy and who’s doing policy work in Toronto.”</p>
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10.1 Visible Minority Workers Feeling Trapped and Isolated

Employed Social Worker (EMPSW1A)	<p>“Oh, absolutely, I think it’s true. It’s obvious. I mean it’s so obvious. It’s disturbing. I mean non-white workers, uh, there’s tremendous isolation. I don’t think there’s the collegiality, I don’t think it’s there...”</p> <p>“Yeah, yeah, (long pause) I just think uh, (pause), I think that a lot of, there’s a sense of entrapment, I think that some non-whites are trapped, you know. I think there’s that lack of ability to transfer out of a particular team. A particular supervisor, uhm...I think that’s a lot more pervasive than I ever thought it. It’s just demoralizing for an agency wide where non-White [workers], you know, that our non-White colleagues you know are in this position. [They’re] trapped and [have] fear, they’re not going to ever [to be able to move up]...What we are seeing is a position where management will not permit them to transfer even laterally, the problem with that is the morale. The chilly climate is not healthy. It’s toxic.”</p>
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Finding # 3

Organizations find it difficult and/or have a lack of motivation to collect data to systemically document the level of visible minority representation in their workplace. The collection of data is a necessary step in documenting and measuring accountability to develop an effective equity framework.

Most employers do not collect data to find out the ethno-racial composition of their staff. In fact, employers commented that collecting such information would be viewed as discriminatory by the union. Other employers commented that they did not think about collecting such information or that such specific information as the number of workers who are internationally educated workers was not considered a part of their information gathering systems.

10.2 Lack of Systematic Collection of Data On Ethno-Racial Composition of Staff

Employer (E6A)	"Yeah but we don't collect the data. You know just off hand we are well represented by visible minorities at the social worker case carrying level. We are not as well represented in the management levels."
Employer (E3A)	"It's hard for us to tell, uh, how many of the staff working in the [says name of the organization] are internationally trained because even in the employment equity workforce survey we don't ask that question. We only ask people to self-identify according to the four designated groups but we never ask are you trained in other countries or in Canada. We don't ask that question."
Employer (E2A)	(What would be the percentage of visible minority staff roughly for the front staff line and then managers?). Good question and actually the issue of collecting stats not considered.

10.3 Collecting Statistics is Viewed as Discriminatory

Employer (E6A)	"Well again, you would have to have a formal process and plan in place to have I guess the ability to collect it because, you know, if you collect it without having a formal program in place it could be saying that you're discriminating against people or whatever..."
Employer (E8A)	"No. We just actually did a, our first staff demographic survey, we've had a lot of challenges with the union, the unions, in them accepting that this is something that we're allowed to have. Repercussions for their members. Our workplace is still not as safe as it could be, and so folks were concerned at people disclosing all kinds of things, you know, their sexual orientation, any disabilities they have and so on. Their bosses might use that against them even though we say that the information is confidential, it's protected and all that stuff. So what we've done, we've done the management first. We've just completed the management survey, actually in ..."

Finding # 4

Organizations often fail to critically examine their organizational practices as evidenced by their lack of systemic change actions.

Employers may be aware of the lack of opportunities for visible minority staff and, but do not take any proactive action to address the barriers either because they do not see it as a priority from an equity perspective or do not know how to address the issue.

10.4 Employers Aware of Lack of Opportunities for Visible Minorities

Employer (E6A)	<p>“Because ummm it's still relatively easy in terms of that next level of experience which is moving from a front line position into a managerial position that chances are people [visible minorities] haven't had exposure to this thing. They haven't been able to have the same opportunities and therefore might be disadvantaged in being an applicant. So let's say for example, someone is going for a new supervisor job; if it is that they be given opportunities to maybe even do some acting, managerial roles or they have been able to lead their project team or whatever, that yeah...often goes opportunities for those that have one step up experiences in organizations [and these] are given to people [who] might be used to having less experience. Then what happens too is you hire from outside rather than internally within an organization because people outside will already have had the experience but the ones inside can't get it.”</p>
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10.5 Many Visible Minority Workers Are Disillusioned By The Organizational Structures

Employed Social Worker (EMPSW2A)	<p>“What would contribute to fair and equitable. You know what, ...a whole list but to be honest with you, I'm so disillusioned by the whole equity thing. I don't know if there's such a thing as equality. I hate to say it, it sounds very pessimistic, but been there, seen it, done that. I mean, I don't like to assume too much, but sometimes you can't be totally blind, either. And I do believe that what ... most employers, government-owned agencies, their definition of equality, I'm not sure where they're getting it from. I think it's just there because they have to do it, but I don't think it's practice. If they would only practise what they write or preach, it would be a happier place. I think for them to have a fair workplace, or to have equality, they can't just look at someone, for example, and ... if you're Canadian born for example, they are aware of that, or if you ... what your background is, even if as a minority person, you know, like who they push the most, sort of thing. You know, I have friends from ... regions of Africa that are more qualified than I am, like a Masters degree from ... university or college in Africa, will come in and only get BA equivalent for it, they come and get a job at social services, they're doing admin. stuff. ... So equity, how it's defined and how it's used, I don't know, I have a lot of questions about that. ... working that through myself right now, as well, too, that's one of the things I'm thinking about a lot, and reflecting on.”</p> <p>“I could see how it could be chilly, I mean if you're going to [says name of the organization] for example, they've got in Toronto...how many racial minorities are there, and if you do see them, what do they do? And if they're not there a lot, where it's big, open, like here we are sort of thing, why are they not there then if they're so represented? Are they welcome, or is one or two enough to say, 'look there's one here, there's one there?' ... funny thing, it doesn't appear that way, and that's a danger, I think when you look at it from outside, oh look, there's a black worker, oh, there's an Indian, oh wow and she's speaking a different language, oh wow, isn't that progressive, eh, ... but the reality is ... You know I'm trying not to be cynical, I try to be positive, but the reality is, and I'm not, don't get me wrong, changes can be made, but sometimes when I feel that we've gotten this far, and I really look back I say we've only gone this far. And it takes everybody to be master players in the game, but then when you're a minority person you need the funding, you need the benefits, you need the money, and you need to survive, what do you do?”</p>
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<p>Employed Social Worker (EMPSW3A)</p>	<p>“How come we don’t have any, you know, black people, you know, in positions of leadership within this agency? I posed this question to them you know. And people come out and said to me that um, we wouldn’t get the job anyway, you know, [even] if we wanted [it], if we wanted it, okay. What’s the point of applying for a job, you’re not going to get it, you’re black anyway, you know.”</p> <p>I think there was a person who was hired who, like [says person’s name] okay, but I don’t think they were clear to know exactly what their role was. And we all underwent massive training and everything like that okay. And that created a little bit of cynicism within the organization, even on the part of non-Whites, okay. Because, you know, we had all this great training stuff like that um, but you know, nothing has really radically changed. It was a nice talk you know. And um, and what happened was that the agency decided then okay, again you go back to money. This is something that we have to embrace you know. And make sure those responsible [for implementing change] talk, [and] ensuring that you know, we move along the ball of diversity and stuff like that. And obviously it didn’t happen very well because the diversity committee was never even created.</p>
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Finding # 5

The values and norms of an agency’s organizational culture are defined by the dominant culture which is whiteness that results in exclusionary barriers for racially marginalized communities.

10.6 Organization is Viewed as Being Unicultural and Racist

<p>Employed Social Worker (EMPSW2A)</p>	<p>“My colleagues who I know have applied and have come to me in confidence, and have said “I don’t know what’s going on here, you know, like I have all that they asked for...but I didn’t get an interview or if [one] got an interview, they found a reason to not put them in, and then you look at who they select, and it’s so like, uni-cultural, it’s like, oh my gosh, and it’s so blatant, and I think to myself, it could not be...may not be racist, but if it’s not, give me another name for it, because I don’t know what it is.”</p>
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10.7 Organization is Viewed as Being White

<p>Employed Social Worker (EMPSW3A)</p>	<p>“Whether they like it or not I mean the reality is that [says name of organization] is a fairly sort of traditional White organization. It’s very White, okay, and we have to make inroads in dealing with other communities.”</p>
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10.8 Visible Minority Workers are Outspoken and Critical of the Organization

<p>Employed Social Worker (EMPSW1A)</p>	<p>“I mean another problem with being outspoken...because in mainstream agencies, you’ll go to a committee, there are staff [present], and committees are used for staff promotion and job advancement, you know [so] no one is asking you to be critical, [especially] if you want to curry favours you [should] spend time on committees in a self-interested way. I’m rather shocked that no one says anything. I mean worker’s rights are being trampled [on]...these are social workers and they are being reticent...so [this explains] why I have often not been successful looking for lateral transfer positions. I can’t prove it of course...but I’ve applied for [says name of position] because I thought I could learn and grow, but I’ve been [turned] down for two of those [positions].”</p>
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	<p>"[When you have conflict with management], I think uh there is [a] certain labelling as a troublemaker and, uh, if you've got that label, it gets complicated with issues of racism."</p>
<p>Unemployed Social Worker Focus Group Respondent</p>	<p>"...(as) a minority, I would notice more things around me that were not right and I might present those in a way that I would have to adjust that and (or) would cause conflict (within the organization.)"</p>
<p>Unemployed Social Worker Focus Group Respondent</p>	<p>"I can bring that (minority) perspective to the table in some ways....and it would make them...them meaning management uncomfortable so to avoid an uncomfortable situation, we just won't have you in our agency and we'll just sit around and be very comfortable."</p>

10.9 Services Offered and Workplaces Practices Are Negatively Impacted By Racism

<p>Employed Social Worker (EMPSW1A)</p>	<p>"Services to client are culturally inappropriate, racist, oppressive serve delivery representation of teams and staff. [There are] worker safety issues, issues around non-White workers being assigned cases that can be on the extreme spectrum of difficulty...challenging [cases], risky in terms of health and safety, dangerous risk in terms of weapons, history of violence...these are not, we do not believe are being equitably [distributed among staff]. Some staff have questioned whether they are being equitably assigned and the problem is that retention...I mean if you keep giving non-White workers the worst cases, in 8 months, or 12 months they are going to start looking elsewhere and pretty soon they are not with the agency any longer. Turnover rates are high [with lots of] court involvement. If it involves court, it is very time consuming, the burnout and it signals adversarial relationship with clients which is always more difficult, and stressful. There are non-White workers [who] are receiving a disproportionate amount of cases that are court involved."</p> <p>"A non-White worker experienced serious trauma [on a case]. It goes back to the non-White worker being assigned the worst cases and [in] the worst cases what we are most worried about is they are implicating danger, physical danger. The response from the agency was to get rid of her. There has been no support, you know, and there has been racial harassment and that's why she grieved to the union and the union told management that this is racism."</p>
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11.0 It's a Problem To Have White Workers Serving Non-White Clients

<p>Employed Social Worker (EMPSW3A)</p>	<p>"And I think that the fact that you have White, you know, principally Whites delivering services to non-White population...I think that's just...I guess in my view a way of sort of enflaming whatever tensions there could be. Okay. So I think that's going to have to change."</p>
<p>Employer (E7A)</p>	<p>"So, as we're doing that if we're being homophobic or racist or ableist or whatever, how do you make...how do you make...how do you convince yourself that you're doing your work. For me, that's not keeping the integrity. That's not being able to make those connections that you really need to have to, I don't know, to really effectively do the work that you were supposed to be</p>

	doing. So, that's what the key, that's the key for me, is if you cannot make those connections, sooner or later you're going to harm your clients, right? You're gonna harm your co-workers and harm your clients in the process."
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12.0 Recommendations Section

Recommendation #1

Critically examine our individual practices within agencies and the impact of each of our values and norms on the culture created in organizations. An organizational action plan that incorporates critical self-reflection about one's own social location to practice in addition to organizational practices is essential.

Many employers spoke about the need to critically self-reflect about their organization, but at the same time also discussed the difficulty in doing so and the problem of resistance.

12.1 Critical Self-Reflection About One's Organization

Employer (E7A)	<p>"How does it [change]? Because I think we all are socialized the same way, you know. And, so, yes, people are eager. And yes, people think yes, it all make sense (her name), like this is a smart way of doing it and blah blah blah, it sounds intelligent, it's you know, whatever. But I think, you know, you kind of default to your socialization after the three hours that you spend, right? So I think the key is to keep at it. Because this is like breaking habits. It's breaking habits, breaking stereotypes. It's going against the grain, right?"</p> <p>"[Interviewer asks the question: right. Like, you know, did you get any resistance in the process, trying to talk about diversity in your workplace? [Respondent answers] In that kind of way? Um, I think there're still going to be a lot of resistance along the way."</p>
Employer (E5A)	<p>"So it's in those kind of subtleties, that's, you know, culture and language. The culture of social work. You know social work is always so much geared to the other, right? That I think we do ourselves a disservice because we haven't got a good, sort of, history, academic history or a training history in examining our own behaviour. And I think even around anti-racism work where people can be, you know, with all respect, kind of good gate-keepers around other peoples' behaviour and sometimes their own behaviour but sometimes that doesn't translate into insightful practice and self-examination in the way that it might...I don't think that we're very good at teaching people that. So I guess that's one of the things that I think is really important is to, let's get down to what this actually means, the subtleties of this. It's not good enough to appear that you're okay with this or that or to put on a little cloak and go about your business as if you're a fair and equitable kind of individual if indeed you're not and so that when you talk about professional practice you have to be more than simply being a good advocate and learning the rhetoric and acting as if this only applies to other people. I think it's a real ...in the profession...try to work on it."</p>

Recommendation # 2

Reassess and recreate equity frameworks within organizations that are accountable to those impacted. If equity is in place, an understanding aimed at a differential response to achieve equity in the workplace can occur.

Earlier in the paper, although the research findings did reveal individual and systemic barriers existing for visible minority social workers, the research also found employers speaking about what they have seen as effective strategies that they explored or used to address access and equity issues in their organization. Some of those strategies are shared below.

12.2 Targeted Outreach and To Seek Non-Mainstream Networks

Employer (E7A)	<p>There are a couple of different ways. One is just simply the way we talk about our staff and the look of our staff. A number of people, completely separate from the system have commented on it. So, sometimes it's just visibly out there. There is an informal network, whether it's just an awareness of that? In terms of specific promotion, we take the opportunity to go to career fairs wherever we can, particularly, if it's career fairs at places that might have a varied population of students. So when we go to high schools – we're happy to go to the career fairs there – we always take folks, you know two or three people who each look different. So we're conscious that when we go out to represent some area, we take a look at who is the face of the person or people we're sending to represent us. That's one way.</p> <p>The informal is another. Sometimes when we have wanted someone with a particular background – so, for example, the last time I hired a manager I really wanted a Chinese person because we have several Chinese case loads, we probably have a least a dozen, probably more, probably at least two dozen Chinese workers. So what I wanted to do was have a Chinese manager so that if there was a client complaint that could be heard at least at one level in the language of the client rather than having to be in English. We sent out – I mean I called everyone I knew in the Chinese network. I called a whole bunch of Chinese agencies. I called some Chinese friends who are in networks that might be able to generate this kind of applicant to see if anyone with a healthcare background, it can be in social work [and/or] nursing...someone who has worked in the community and would be interested in moving into management or moving to a middle-management job. So, we do a variety of those kinds of things.</p>
Employer Focus Group Respondent	“We do advertise in ethnic community newspapers. We are looking for a language qualification. And, they generally, and in some positions it's a requirement and in some positions it's an asset. Depending on the language requirements we will advertise in the ethnic press. But we advertise in English in the ethnic press. So the ads go to the press in English because fluent English is a requirement for all of our positions.”

12.3 Employers Have Attempted To Explore Different Avenues of Support To Qualified Candidates

Employer (E4A)	“What they'll say is "tell me about your proficiency in English, because I can hear that your accent is pronounced and I can see in this interview that occasionally you've struggled. Tell me about how that translates either, you know, on the phone or in written language." So, we're upfront with it right away. Because often people are absolutely able to make themselves
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	completely understood face-to-face, but when you put that same person on the phone and there is a complete absence of any other verbal signals, it can be more difficult. So, we're upfront with them. We have offered people "Can we send you to English as a Second Language upgrade that may help you?" And some folks have been enormously appreciative and have taken up that offer. Others have been insulted."
Employer Focus Group Respondent	"She came from an Oriental background. She came here without any family, um, and as a result she tended to spend a lot of time in her community here and we encouraged her to use English as much after work and out of work as she could to help develop her skills, especially when it comes to things like medical terminology and understanding people with various diverse international names that are pronounced differently and so she got involved in a church of her own background but that spoke English which would tend to focus her language skills somewhat better. And in other cases I've encouraged people to go to places like Toastmasters where they have an opportunity to speak impromptu on a topic that's given to them in English. That helps build their confidence when they speak in public."

12.4 Employers See Contract Positions As An Opportunity To Get Into Organizations

Employer (E5A)	"Well, in terms of...because there's such a small staff turnover, one of the major ways that that happens is really in, sort of looking to hire people for those float positions or mat. leaves...sort of making sure that we're getting the word out because the other problem with the social work staff is that a lot of money goes into recruiting nursing staff but the HR department will not spend a cent on recruiting social workers or PTs or speech pathologists or any of those professions so there isn't any way to put ads in the paper or to get the word out that way, which would be ideal. So basically, you depend on things like the, what's it called?—The Variety Village"
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12.5 Training of Managers on Equity

Employer (E8A)	"I think a barrier is, one barrier is people, is the lack of capacity by managers in terms of them having the skills and the tools to confidently hire for equity. So, basically, and assertively engage strategies that will do this. I think it is more that than them deliberately not wanting to hire for equity. I think it's more [of a] capacity and ability [to know how to equitably hire people]. And our task is to help to increase both of those things so that they will be able to work more confidently in doing this consistently. I also think that culturally, I mean you do have folks who don't believe in any of this stuff, who think basically if you have the skills and, you work hard, you make it."
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12.6 Implement Employment Equity Practices

Employer Focus Group Respondent	"I would factor it in, in terms of my choices. I would like, either try to ensure that candidates that are short listed are reflect[ive of diversity], I mean aside from any specific language qualification, I would try to ensure that the pool of people that we short listed is...differs. And then I have a practice myself when I come [in and sit on the hiring committee], [that is] when you get down to the
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	<p>final rating of kind of awarding points for people who are diverse, [and who] belong to a diverse group, whatever the groups that are traditionally discriminated against. So if I had 2 candidates that I couldn't decide between, or 2 equal candidates then, the person who is a person of colour or gay and lesbian or disabled or whatever, I would choose that person. It's not a policy in our organization, but I've worked in organizations where it is a policy where you reward equity points after you've awarded points for all of the other qualifications and then you then choose so that candidate. But the basic principle [is you assume] that each candidate being equal, the person who is a member of the traditionally discriminated against group would be chosen. So I've been using that in my practice even though it's not official policy."</p>
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12.7 Hire People Who Are Qualified For the Position

Employer Focus Group Respondent	<p>"[The] mainstay, particularly for the directors and managers positions, you do not hire someone who was White, male, between the ages of 20 and 50. You don't. That's not done."</p>
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12.8 Impact of Hiring a Diverse Staff

Employer (E6A)	<p>"And I think the (name of organization) has had issues particularly with certain communities. I think the Somali community where perhaps they really do not like the work that (name of organization) is doing and so on so it's been beneficial in terms of improving relationships and them feeling that we understand their issues more and so on. So there's been a lot of work in making inroads of certain communities and I mean there were a lot of difficulties and in trying to help them, and it wouldn't just be those employees and helping them to understand the type of work we do and why we do it. Um, so in terms of other advantages, um, and again I've got someone coming in from any of these equivalencies areas because you could be bringing in people probably with different ways of thinking about things not just the social work model and they may have worked with refugees."</p>
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Recommendation # 3

Adopt an anti-racism organizational change strategy with a comprehensive plan of action and an accountability framework to be implemented at all levels within the organization.

12.9 Lack of an Accountability Framework

Employed Social Worker (EMPSW6A)	<p>"No, overall because nobody's really paying attention to how non-profits function and that kind of uh, you know, practices and policies and who governs actually that."</p>
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13.0 Agencies Need to Be Proactive

Employed Social Worker (EMPSW3A)	<p>"Um, so my, going back to, I really think that um, particularly within the whole area of human services, I think we have to change you know, we don't have a choice. I think we have to take proactive steps to ensure this is done. I don't think it's going to happen otherwise."</p> <p>"But to have it happen okay...people may scream and complain, you know,</p>
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	<p>affirmative action or that's um, we're discriminating against Whites you know, but if you don't put something in place you know, some sort of mechanism, it ain't going to happen. "</p> <p>"You have to put something in place you know, and regardless of what people say okay, because it's not going to happen otherwise. So that's my solution okay."</p>
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Recommendation # 4

Examine relationships across systems and structures in order for systemic change to occur.

13.1 Need to Focus on Equity and Removal of Barriers

Employer (E7A)	"I think that equity is something that actually takes the context of a system. If a system is um, has created a bias to certain groups, and those biases have to be um, taken down. But when it's taking down, you can not taking down like, um, to certain extent to one group, and not to some of the groups, right? So for me, equity is opening up the barriers to those who have been traditionally marginalized."
Unemployed Social Worker (327)	"By being more accessible and inclusive and not only for entry-level [positions] but for more senior position[s]. Structural changes of hiring policy and practices can indicate some commitment but they need to uphold the application of these policies and show that changes have taken place, rather than only have the policies on the paper."

13.2 Mainstream Agencies Have Leadership Role To Play

Employed Social Work (EMPSW1A)	"Uhm, (pause), I hope uh, they can play a big role, in hopefully adopting and promoting anti-racism uhm, and anti-oppressive policies and frameworks and uhm, I don't they do conferences, uh, I think that's also a place for initiatives to uh be explored and promoted, uhm, (pause), especially when mainstream organizations employ so many people, I think they should probably take a predominant role in trying to make some changes especially around equitable hiring, I think promotion of under-represented groups."
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13.3 Recognize and Acknowledge that Racism Exists in the Workplace

Employed Social Worker (319)	"People have to be willing to acknowledge racism. It is not an equal, level playing field."
Employed Social Worker (320)	"Interview questions should be amended to remove all biases to strict Eurocentric-Anglo references. Employers should hear about the minority social worker's experience in their country of origin. The employer might learn that the minority social worker has skills in areas that are not accounted for in standardized questions."
Unemployed Social Worker (318)	"Continuous learning about diversity—its meaning, the level of tolerance of visible minority social workers, [helps to] create awareness and examination of non-Canadian credentials [and] work experiences. Ongoing workshops in workplaces in order to educate employers and employees. Open the employment doors for more visible minority social workers [and] develop a level of trust in the work they can [and] will do."

13.4 Anti-Oppression Policy Creates an Inclusive Organization

Employer (E2A)	“We've got an Anti-oppression policy is... is sort of an over-arching policy and it has signals like you we recognize the diversity of Toronto and we want to make sure their services are accessible to members of other communities and we also recognize that in many instances and this isn't how it's worded but basically that it is important that people see themselves in the organization in which...”
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Some employers also identified areas in which IESWs could familiarize themselves with Canadian social work practice.

Employer (201)	It is very important for IESWs to be “familiar with how system[s] operates, [and be] up and running in [a] shorter training [period of] time, [and] less monitoring/supervision [would then be] required.”
Employer (203)	It is highly important for IESWs to “know[ing] the theory [because it] is only [a] part of the equation. It is critical that the worker understands the perspective of the clients they are dealing with in the Canadian setting.”
Employer (205)	It is important for IESWs to “understand[ing] Canadian “social services” from income support to childcare to education to health care to housing. [It] is complex, especially in Toronto. We would look more favourably on an internationally trained candidate if they have work experience that includes exposure to these systems, forms, offices, etc. It can be difficult to case manage or advocate if the worker has less experience with the system than the clients. We prefer some Canadian experience in a competitive hiring process. “
Employer (208)	It is very important that “the field of regulation is very related to the law of the province and the practice of the professions within the province. Previous regulatory experience is always an asset because this experience is transferable. Some positions also require previous experience as a social worker or social service worker in Ontario.”

At the same time, there were many employers who did not find Canadian social work experience to be important and did value the expertise, skills and knowledge of internationally trained as represented in their staff.

Employer (220)	“Canadian work experience can be acquired after the candidate joins the workplace. We provide orientation and a supportive environment so that the employee understands the workplace culture. After all what is Canadian experience? Canada is multicultural and multiracial. Typical Canadian work experience should have included exposure to different cultures and variations in communication styles, etc.”
Employer (212)	“We do hire new grads without directly related work experience provided they have a BSW or MSW. We do like to hire experienced social workers and do not require their experience to be Canadian. However, an applicant would likely do better on our interview/written assignment if they had some understanding of the Canadian/Ontario social service structure. This knowledge can be gained in ways other than through paid work experience.”
Employer (206)	“Having <u>relevant</u> work experience is very important. The country where the work experience was obtained is not so important. However, if most of the work experience is in another country, there may be a barrier because I am aware that getting references for the work, if it gets to that stage, may be difficult, time consuming, etc.”
Employer (213)	“Canadian experience” has no intrinsic value standing on its own. Racists often use it as an excuse to exclude qualified people of colour and immigrants.

14.0 Conclusions

The contributions of this research study on *Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Services Agencies: A Community Project* lies in three key areas:

1. **Provides systematic, documented evidence of the key barriers and opportunities faced by visible minority social workers and mainstream social service employers in the workplace, and how these key learnings can be identified and used towards organizational change practices**

Individual and systemic barriers were identified in the access to employment and promotion opportunities of visible minority social workers in the workplace. A key outcome of the study was to think of new strategies that could be used in the workplace that go beyond what employers are currently using to increase the access to employment and promotion of visible minority social workers. Findings of this research can be applied to organizations that are seeking strategies on how to address the under-representation of visible minorities in the workplace.

2. **Provides a direct comparison of Canadian and internationally educated social workers experiences' in the workplace and how individual and systemic racism are underlying factors that impact the access to employment, promotion and retention of visible minority social workers in the workplace.**

Internationally educated social workers, in this study, identified barriers that were specific to their situation of having emigrated from another country. These included experiencing a devaluing of their education and experience resulting in downward mobility, financial barriers, accent perceived as difficult to understand, lack of networks, knowledge of Canadian terms and preference for Canadian-educated and trained professionals. However, individual and systemic racism remain the main factors in the employment, promotion and retention of visible minority social workers in the workplace.

3. **Despite agencies' strong intentions to implement an anti-racism organizational change process as a means to increase diversity, none of the visible minority social workers or employers in this study felt that equity was fully achieved in mainstream organizations. The results of the report show that new strategies from those being currently implemented need to be tried in organizations along with built-in accountability measures.**

Recommended Strategies for Organizational Change as Identified in the Research

- Acknowledge that racism is a prevalent issue in society which will be reflected within your organization; therefore create strategies that are consistent, vigilant and visible at all levels throughout your organization
- Acknowledge that racism results in current practices that systematically exclude those who are not a part of the dominant culture and identify these systemic barriers in your organization
- Acknowledge racism within your organization as an opportunity for constructive change, action and open dialogue and do not view talking about racism as something that is conflictual or as impeding the organization's ability to be productive

- Critically self-reflect on the ways in which you as an individual impact on the norms and culture of the organization and look for solutions to anti-racism organizational change that is part of each and every staff's responsibility
- Aim for targeted outreach that moves outside of mainstream networks
- Evaluate the actual qualifications and skills required for positions and actively seek out and support visible minority professionals
- Provide opportunities for visible minority professionals where possible
- Train managers on equity with follow-up accountability frameworks in place
- Implement Employment Equity practices
- Continue to develop accountability frameworks and monitor existing ones through an anti-racism lens
- Collaborate with agencies that are doing anti-racism organizational work and participate in programs that assist visible minorities

Recommendations for Next Steps as Identified By Focus Groups

Subsequent feedback from focus groups about the report generated ideas for next steps. As a group, they felt strongly that this research provides the much-needed documented evidence to rethink current organizational policy and practice and reframe the way we currently implement equity. Furthermore, given the issues identified in the report and that were expressed by visible minority social workers and employers, they wanted to know how different strategies would look in order to create change. They also asked the questions, what do we currently know, what will work, and what does working look like and what are the consequences if we do not reframe our practices? Participants commented that current strategies are linear and, therefore, identified the need to deconstruct existing strategies and recreate new ones linked to outcomes that impact affected groups and ensure indicators are linked to quality service. Most importantly, people focussed on the need to continue to pursue action, dialogue, education and advocacy and the importance of engaging with key partners and decision makers in a multi-pronged approach to move in a new direction, which could allow for all of us to rethink the definition of equity.

15.0 References

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16.0 Appendix 1: Social Services Employer Survey

Employment Access and Promotion of Visible Minority Social Workers (Internationally and Canadian-Educated and Trained)

Social Services Employer Survey

The information collected in this survey will help us to understand the employment access and promotion of visible minority social workers. This is part of an 18-month study examining the systemic and individual issues and barriers that visible minority social workers (including those trained in Canada and those who are internationally trained) face in mainstream social service agencies.

Your comments may be included in the final report or used to develop more in-depth questions for individual interviews. In the final report, you will not be identified in any way with the responses you provide.

If you have any questions or concerns please call Necole Sommersell, Research Assistant, Access Alliance Multicultural Community Health Centre (416) 324-0927 ext. 304.

Part A

General Information

1. Name of agency where you are currently employed.

2. Current job position title:

3. a. Length of time in this position _____ years _____ months.

b. Length of time taken to find this current position _____ years
_____ months

c. Please check all those that apply.

Contract Permanent Full-Time Part-time

4a. Gender: Female Male Transgendered

- 4b: Age:
- 21-25
 - 26-30
 - 31-35
 - 36-40
 - 41-45
 - 46-50
 - 51-55
 - 56-60
 - 61 +

5. What is your ethnicity? Check ALL that apply.

- British Isles (e.g. English, Irish, Scottish, Welsh, British, Other)
- French (e.g. Acadian, French)
- Aboriginal (e.g. Inuit, Métis, North American Indian)
- North American (e.g. American, Canadian, Newfoundlander, Québécois, Other provincial or regional groups)
- Caribbean (e.g. Antiguan, Bahamian, Barbadian, Bermudan)
- Latin/Central/South American (e.g. Argentinean, Belizean, Bolivian)
- Western European (e.g. Austrian, Belgian)
- Northern European (e.g. Danish, Finnish, Icelandic)
- Eastern European (e.g. Byelorussian, Czech, Czechoslovakian, Estonian)
- Southern European (e.g. Albanian, Bosnian, Bulgarian, Croatian)
- Other European (e.g. Basque, Gypsy (Roma), Jewish)
- African (e.g. Afrikaner, Akan, Angolan, Ashanti, Burundian)
- Arab (e.g. Algerian, Berber, Egyptian)
- West Asian (e.g. Afghan, Armenian, Assyrian)
- South Asian (e.g. Bangladeshi, Bengali, East Indian, Goan)
- East and Southeast Asian (e.g. Burmese, Cambodian, Chinese, Filipino)
- Oceanic (e.g. Australian, Fijian, Hawaiian, Maori)
- Other, please specify _____

6. Do you consider yourself to be a visible minority person? Yes No

7. Were you born in Canada? IF YES, PLEASE GO TO QUESTION #8 Yes No

a. How many years have you lived in Canada? _____ years _____ months

b. Where were you born? City/town/village _____ country _____

8. What is your primary language?

9. What additional languages do you speak?

10. Please list all educational training received:

Bachelor university _____ city/town _____ country _____
Master university _____ city/town _____ country _____
Ph.D. university _____ city/town _____ country _____
Other Please specify:

_____ university _____ city/town _____ country _____

11. How do you define an internationally educated/trained social worker?

12. How do you define a visible minority social worker?

Part B
Employment Hiring Practices

14. For you as an employer, how important are foreign education qualifications in the hiring process?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

15. For you as an employer, how important are Canadian education credentials in the hiring process?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

16. For you as an employer, how important is previous Canadian work experience?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

17. For you as an employer, how important are verbal communication skills in a job applicant?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

18. For you as an employer, how important are written communication skills in a job applicant?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

19. What other qualification(s) do you as an employer find important to a social work job position?

20. Do you think that employers post and advertise social work job positions in a way that encourages a wide variety of job applicants to apply? Please discuss.

21. Do you think places of employment want to increase hiring in the area of diversity? Please discuss.

22. What are the first screening tools that you as an employer use after the curriculum vitae have been received?

23. Please describe the screening process used to create a shortlist of candidates for a job interview.

Part C

Perceptions on Internationally Educated and Trained Social Workers

24. Canadian, as compared to, internationally educated and trained social workers, when hired into a job position, are generally:

- more qualified equally qualified less qualified

25. Please explain your response to question #24.

Part D

Barriers to Employment for Visible Minority Social Workers (Canadian and Internationally Educated Social Workers)

Conversations with employers and previous research have generated the following list of barriers to employment for both Canadian- and internationally educated social workers. Please rate the barriers in order from most important (1) to least important. (7)

- ___ Foreign education credentials
- ___ Canadian work experience
- ___ Proficiency in the English Language (Verbal and Written)
- ___ Policies, Procedures and Practices of the Agency
- ___ Cultural Differences
- ___ Racism
- ___ Lack of Networks

Taking your top three answers (numbers 1-3) into consideration, how do you see these barriers affecting visible minority social workers? Please be specific in your answer as to whether you are referring to Canadian social workers, internationally educated social workers or visible minority social workers in general.

27. Please describe any other barriers to the employment and promotion of visible minority social workers (Canadian and internationally educated).

Part E

Professional (Ontario Association of Social Workers) and Regulatory Body (Ontario College of Social Workers and Social Service Workers)

28. What benefits, if any, do visible minority social workers (Canadian- and internationally educated) receive by being a member of the Ontario Association of Social Workers (OASW)?

29. What benefits, if any, do visible minority social workers (Canadian and internationally educated) receive when registering with the Ontario College of Social Workers and Social Service Workers (OCSWSSW)?

Part F

Solutions/Options/Recommendations

30. a. How can employers help visible minority social workers (Canadian and internationally educated) gain access to employment at an agency?

b. If you know of an agency(s) that currently has programs/policies/initiatives in place to improve the access and employment of visible minority social workers (Canadian and internationally educated social workers), please describe.

31. How can employers improve the promotion opportunities of visible minority social workers (Canadian and internationally educated) at an agency?

32. What can the Ontario Association of Social Workers do to better assist visible minority social workers (Canadian and internationally educated) in the employment field of social work?

33. What can the Ontario College of Social Workers and Social Service Workers do to better assist visible minority social workers (Canadian and internationally educated) in the employment field of social work?

Additional Comments

THANK YOU FOR YOUR PARTICIPATION

Could we call you to follow up on your responses? Yes No

If yes, please provide your contact information below.

Name _____ Agency _____

Telephone _____ E-mail Address _____

16.0 Appendix 2: Visible Minority Social Worker Survey

Employment Access and Promotion of Visible Minority Social Workers (Internationally and Canadian Educated and Trained)

Visible Minority Social Worker Survey

The information collected in this survey will help us to understand the employment access and promotion of visible minority social workers. This is part of an 18-month study examining the systemic and individual issues and barriers that visible minority social workers (including those trained in Canada and those who are internationally trained) face in mainstream social service agencies.

This survey will take approximately 30-45 minutes to complete. Your assistance is greatly appreciated. Please return completed questionnaires via e-mail by September 17, 2004.

If you have any questions or concerns please call Necole Sommersell, Research Assistant, Access Alliance Multicultural Community Health Centre (416) 324-0927 ext. 304.

Part A

General Information

1. Name of agency where you are currently employed. If this question does not apply, please proceed to Question # 4.

2. Current job position title:

3. a. Length of time in this position _____ years _____ months.

**b. Length of time taken to find this current position _____ years
_____ months**

c. Please check all those that apply.

Contract Permanent Full-Time Part-time

After completing 3c, please proceed to Question #6.

4. If you are unemployed, please list the type/name of agencies you have been seeking employment.

5. Length of time you have been looking for work _____ years _____ months.

6a. Gender: Female Male Transgendered

6b. Age: 21-25
 26-31
 31-36
 36-41
 41-46
 46-51
 51-56
 56-61
 61 +

7. What is your ethnicity? Check all that apply.

- British Isles (e.g. English, Irish, Scottish, Welsh, British, Other)
- French (e.g. Acadian, French)
- Aboriginal (e.g. Inuit, Métis, North American Indian)
- North American (e.g. American, Canadian, Newfoundlander, Québécois, Other provincial or regional groups)

- Caribbean (e.g. Antiguan, Bahamian, Barbadian, Bermudan)

- Latin/Central/South American (e.g. Argentinean, Belizean, Bolivian)
- Western European (e.g. Austrian, Belgian)
- Northern European (e.g. Danish, Finnish, Icelandic)
- Eastern European (e.g. Byelorussian, Czech, Czechoslovakian, Estonian)

- Southern European (e.g. Albanian, Bosnian, Bulgarian, Croatian)
- Other European (e.g. Basque, Gypsy (Roma), Jewish)
- African (e.g. Afrikaner, Akan, Angolan, Ashanti, Burundian)
- Arab (e.g. Algerian, Berber, Egyptian)
- West Asian (e.g. Afghan, Armenian, Assyrian)
- South Asian (e.g. Bangladeshi, Bengali, East Indian, Goan)
- East and Southeast Asian (e.g. Burmese, Cambodian, Chinese, Filipino)
- Oceanic (e.g. Australian, Fijian, Hawaiian, Maori)

- Other, please specify _____

8. Do you consider yourself to be a visible minority person? Yes No

9. Were you born in Canada? IF YES, PLEASE GO TO QUESTION #10 Yes No

a. How long have you lived in Canada? _____ years _____ months

b. Where were you born? City/town/village _____ country _____

10. What is your primary language?

11. What additional language(s) do you speak?

12. Please list all educational training received:

Bachelor university _____ city/town _____ country _____
Master university _____ city/town _____ country _____
Ph.D. university _____ city/town _____ country _____
Other Please specify: _____
university _____ city/town _____ country _____

13. What is your current status?

Canadian-born Citizenship
Citizenship (after immigrating to Canada)
Permanent Resident
Refugee
Other Please specify: _____

Part B
Employment Hiring Practices

14. In your opinion, how do employers assess foreign education qualifications in the hiring process?
[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

15. In your opinion, how do employers assess Canadian education credentials?
[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

16. In your opinion, how do employers assess previous Canadian work experience?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

17. In your opinion, how do employers assess verbal communication skills in a job applicant?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

18. In your opinion, how do employers assess written communication skills in a job applicant?

[Very important] [Highly important] [Important] [Not that important] [Not at all important]

Why (please explain):

19. What other qualifications in education, skills, and training do you think employers find important to a social work job position?

20. In your opinion, please discuss whether you think that employers post and advertise social work job positions in a way that encourages a wide variety of job applicants to apply.

21. In your opinion, please explain whether you think places of employment want to increase hiring in the area of diversity.

22. What do you think are the first screening tools that employers use after the curriculum vitae have been received?

Part C

**Barriers to Employment for Visible Minority
Social Workers (Canadian- and Internationally Educated Social Workers)**

23. Conversations with employers and previous research have generated the following list of barriers to employment. Please rate the barriers in order from most important (1) to least important (7).

___ Foreign education credentials

- Canadian work experience
- Proficiency in the English Language (Verbal and Written)
- Policies, Procedures and Practices of the Agency
- Cultural Differences
- Racism
- Lack of Networks

Taking your top three answers (numbers 1-3) into consideration, how do you see these barriers affecting visible minority social workers? Please be specific in your answer as to whether you are referring to Canadian social workers, internationally educated social workers or visible minority social workers in general.

24. Can you please describe any other barriers to the employment and promotion of visible minority social workers?

Part D

Solutions/Options/Recommendations

25. How can employers help visible minority social workers gain access to employment at an agency?

26. How can employers improve the promotion opportunities of visible minority social workers (internationally or Canadian educated and trained) at an agency?

27. What can the Ontario Association of Social Workers (OASW) do to better assist visible minority social workers in the employment field of social work?

28. What can the Ontario College of Social Workers and Social Service Workers (OCSWSSW) do to better assist visible minority social workers in the employment field of social work?

Additional Comments

THANK YOU FOR YOUR PARTICIPATION

Could we call you to follow up on your responses? Yes No
If yes, please provide your contact information below.

Name _____ Agency _____

Telephone _____ E-mail Address _____

16.0 Appendix 3: Interview Guide for Employers

Interview Questions for Employers

Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Introductory Questions

1. Please tell me about your job.
2. How long have you been in this position?

The next set of questions describes how this topic is relevant to what you currently do in your organization.

3.
 - a. How does your agency promote the employment of visible minority social workers in your agency?
 - b. Please describe any agency policies and/or practices (formal or informal) that are taken into consideration in the hiring process.
4.
 - a. What strategies do you think are useful to increase “diversity” in your workplace?
 - b. Are there any barriers and obstacles to increase “diversity” at your workplace? Please describe.

The next set of questions focus on the employment of internationally educated racial minority social workers and Canadian-educated social workers.

5. What are the different qualifications between internationally educated social workers and Canadian-educated social workers?
6. Within your organization, are there any specific barriers that you face in hiring internationally educated social workers?
7.
 - a. Does it make a difference for you if an internationally educated social worker receives accreditation recognition from the CASSW? Please explain.
 - b. Does it make a difference to you if an internationally educated social worker receives accreditation recognition from the College? Please explain.
8.
 - a. Does it make a difference for you if a Canadian-educated social worker receives accreditation recognition from the CASSW? Please explain.
 - b. Does it make a difference to you if a Canadian-educated social worker receives recognition from the College? Please explain.

These last set of questions focus on your experiences in working with visible minority social workers at your agency.

9. Are there any differences for you in working with visible minority social workers at your agency in comparison to those who are not? Please explain.
10. In your opinion, do you think visible minority social workers receive advancement and promotion in the same way as other social workers?

16.0 Appendix 4: Interview Guide for Employed Social Workers

Interview Questions for Employed Social Workers

Examining Systemic and Individuals Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Introductory Questions

1. Please describe your current job position.
2. How long have you been in this position?

These next set of questions relate to your work history.

3. What motivated you to enter the social work profession?
4. What educational qualifications and previous work experience would you identify as most important in helping you attain your current job position?
5. Please describe whether the current job position is where you want to be in your career.

These next set of questions relate to your job and work environment.

6. How would you describe your satisfaction level with regards to your current job?
7. What skills and abilities does your employer value in you as an employee?
8. Please describe some of the factors which you think have negatively and positively affected you in your current job position (i.e. opportunities for promotion, etc.).
9. What do you think are important factors in providing a fair and equitable work environment?
10. How diverse do you consider your organization to be?

The last question.

Is there anything else that you would like to add/comment on?

16.0 Appendix 5: Interview Guide for Unemployed Social Workers

Interview Questions for Unemployed Social Workers

Examining Systemic and Individuals Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Introductory Questions

1. What is your level of education?
2. Please describe your previous work experience whether in Canada or abroad.
3. How long have you been unemployed as a social worker?
4. Please describe whether you have been looking or obtained alternative employment.
5. Are you aware of the Ontario College of Certified Social Workers and Social Service Workers? If yes, are you a member?
6. Please discuss your experiences in seeking employment as a social worker in Canada.

These next set of questions discuss your experiences in seeking employment in the Canadian labour market.

7. Have you encountered any challenges in seeking employment as a social worker in Canada? Please explain.
8. Have you had any job interviews for a social work position? Please explain.
9. What do you think employers are looking for in prospective job candidates?
10. Have you been able to upgrade your skills, or get further training in the field? If so, what?

These next set of questions examine what can be done to improve the employment access for visible minority social workers.

11. What do you need to gain employment as a social worker in Canada?
12. Please describe whether you have been active in mobilizing resources in the community for visible minority social workers to increase their employment rate in social work positions.

The last question.

Is there anything else that you would like to add/comment on?

16.0 Appendix 6: Interview Guide for the OASW, CASW and the OCSWSSW

Interview Questions for the Ontario Association of Social Workers (OASW), Canadian Association of Social Workers (CASW) and the Ontario College of Social Workers and Social Service Workers (OCSWSSW)

Questions for the OASW and CASW

* What is your role at the CASW?

1. How does the OASW/CASW promote professional networking and experiences to its members?
2. What is the Association doing to provide information about Canadian Social Work to foreign-trained social workers wishing to work in Canada?
3. Can you explain what is involved in the CASW equivalency assessment process? (what criteria used, etc.) How does this compare with other social work accreditation processes in Canada (WES, specific universities)? Can you see areas of barriers/challenges for IESWs?
4. How many IESWs do not gain equivalencies, from which schools and why? How many get under assessed (MSW to CDN BSW)?
5. What is the appeal process if they have been denied equivalency?
6. Studies have shown that visible minority social workers (both Canadian and internationally educated) face barriers to finding employment (due to racism, systemic barriers, etc.). What role does the OASW/CASW see themselves as playing in addressing these barriers?

Questions for the OCSWSSW:

7. Studies have shown that visible minority social workers (both Canadian and internationally educated) face barriers to finding employment (due to racism, systemic barriers, etc.). What role does the OCSWSSW see themselves as playing in addressing these barriers?
8. Survey respondents indicated that barriers exist in the College registration process (the cost of registration and lack of payment installment options, etc.). How does the College work to address the existence of such barriers?

Questions for the OASW, CASW, and OCSWSSW:

9. What do you think about the current number of visible minority social workers involved in your membership body?

Questions to be asked on all interviews (employers, employed and unemployed social workers):

10. What role do you see the OASW, CASW, and the OCSWSSW playing in assisting visible minority social workers deal with issues of systemic barriers?
11. The literature shows that a “chilly” work climate sometimes exists for visible minority social workers entering the Canadian workforce. What are your thoughts on this?
12. Is there anything else you would like to add/comment on?

16.0 Appendix 7: Focus Group Questions for Employers

Questions for Employers

1. As an employer in your agency, how do you begin your search for a candidate?
Probes:
 - Where do you advertise?
 - Generally what qualifications are you looking for in social work positions?
 - Please discuss whether, in general, employment equity is a factor in the hiring process.
 - Are there any other factors that are important to you when you hire a candidate?

2. Once you post a position, what is the procedure for hiring?
Probes:
 - Generally, how do you conduct your screening process?
 - What tools do you use to assess a candidate?
 - Have your job advertisements and qualifications been screened for possible barriers or bias (such as only wanted Canadian work experience, etc.)?
 - What type of positions are typically posted (contract, p/t, temporary, etc.)?

3. These questions are specific to internationally educated social workers.

When you examine their cv's how do you assess their qualifications?
Probes:
 - What are some of the issues, for you, that you think about that are specific to internationally educated social workers?
 - Please discuss the advantages of employing internationally educated social workers.
 - Please discuss the disadvantages of employing internationally educated social workers.
 - Do you provide feedback to unsuccessful applicants if they request it (such as why they didn't get the position, or suggestions on what they could do to improve their resumes or interview skills)?

4. What are the procedures that you use for doing promotions within your agency?

5. Do you have any procedures, policies or incentives in place to help facilitate the job retention of your employees?

Other things that the focus group participants noted was the use of jargon that they may not be familiar with (which can differ from country to country), lack of support in a "learning curve" with how things are done in that agency (protocol, heavy emphasis on writing, etc.), and hiring people for their language skills and/or ties to certain communities, but not utilizing their social work skills.

16.0 Appendix 8: Focus Group Questions for Employed Social Workers

Questions for Employed Social Workers Focus Groups

1. Can you please identify the type of agency that you work in, length of time, and your job title?
2. Can you also identify your educational and work background?
3. What has been your experience in working as visible minority social work professional in your organization? (Probes: formal, informal, hiring, staff relations, advancement, performance, supervision)
4. Are you satisfied with your job? (where you want to be)
5. Does your current job utilize your current skills and qualifications? Please explain.
6. Have you applied for promotion in your organization? If yes, what was your experience? If no, why have you not applied for promotion in your organization?
7. Do you have degree recognition by the CASW?
8. Are you a member of the College?
Probes: Why did you join/why didn't you join?
Being a member of the College does it help you in you maintaining your job or in your promotion at the job?

16.0 Appendix 9: Focus Group Questions for Unemployed Social Workers

Questions for Unemployed Social Workers Focus Groups

1. In looking for work, where did you come from?
Probes:
 - Did you just complete your degree from Canada or from abroad? Please discuss.
 - Why did you come to Canada?
 - What did you hear/know about social work jobs in Canada before coming here?
 - And how did/does it differ from what you actually encounter in the job market?

2. How did you begin your job search process?
Probes:
 - What are the barriers to your job search process?
 - What are the opportunities to your job search process?
 - What types of jobs are you looking for? Applying for?
 - Perhaps, if time permitting, you could go through a SW job posting to flag barriers (such as unconscious/cultural ones). For example, they might find things that we miss (things that could be reported back to the Steering as examples).

3. What has been your experience in looking for work?
Probes:
 - What has your experience been with interviews and/or job call-backs (i.e. have you had many, etc.)
 - What are your thoughts on why you are not being contacted for jobs you are qualified for?
 - Did you anticipate barriers to the job search before you started actively looking for work?
 - What did you anticipate/why didn't you think barriers would exist for you?
 - Do you feel that racism is a part of the problem/barrier in finding social work employment for you-why/why not?

4. What has been your experience in talking to employers?
Probes:
 - What has been expected of you in terms of work, education and credential qualifications and experience by employers?
 - Have issues about your race/culture/colour ever come up with employers (such as having an accent, wondering if you'll fit in being the only person of a particular group, etc.)?

4. Do you have degree recognition by the CASW?
Probes:
 - Are you a member of the College?
 - Why did you join/why didn't you join?
 - Being a member of the College does it help you in your job search process?

5. What do you think would help you in gaining employment?
Probes:
 - What are your suggestions, ideas on how employers can be educated on the barriers that we've just discussed?

16.0 Appendix 10: Participant Information Sheet for Employers

Participant Information Sheet

Examining Individual and Systemic Barriers Experienced by Visible Minority Social Workers in Mainstream Agencies: A Community Project

Thank you for participating in the employer focus groups. The following information gives us a sense of who participated. You do not need to give your name. All information is confidential.

1. ___ Female ___ Male
2. Where were you born? _____
3. What is your ethnicity? _____
4. What is your status in Canada? ___ Landed Immigrant ___ Convention
Refugee ___ Canadian citizen
5. Can you list all your educational qualifications, including city and town of where
obtained your degrees?
6. How long have you been employed at your organization?
7. Briefly describe your role in the hiring process (this includes but is not limited to
screening applicants, recruitment, training, and supervision).

**16.0 Appendix 11: Participant Information Sheet for Employed Social Workers
Participant Information Sheet**

**Examining Individual and Systemic Barriers Experienced by Visible Minority
Social Workers in Mainstream Agencies: A Community Project**

Thank you for participating in the employed social workers focus groups. The following information gives us a sense of who participated. You do not need to give your name. All information is confidential.

1. ___ Female ___ Male
2. Where were you born? _____
3. What is your ethnicity? _____
4. What is your status in Canada? ___ Landed Immigrant ___ Convention
Refugee ___ Canadian citizen
5. Can you list all your educational qualifications, including city and town of where
obtained your degrees?
7. Have long had you been looking for work before finding steady employment?
8. Are you a member of the OASW? Yes No
9. Are you registered with the OCSWSSW? Yes No
10. Have you ever applied for promotion within your organization? Yes No

16.0 Appendix 12: Participant Information Sheet for Unemployed Social Workers

Participant Information Sheet

Examining Individual and Systemic Barriers Experienced by Visible Minority Social Workers in Mainstream Agencies: A Community Project

Thank you for participating in the unemployed social workers focus groups. The following information gives us a sense of who participated. You do not need to give your name. All information is confidential.

1. Female Male
2. Where were you born? _____
3. What is your ethnicity? _____
4. What is your status in Canada? Landed Immigrant Convention Refugee
 Canadian citizen
5. Can you list all your educational qualifications, including city and town of where obtained your degrees?
6. How long have you been looking for work?

Thank you for your participation.

16.0 Appendix 13: Survey Call Letter

SURVEY PARTICIPANTS WANTED

Visible Minority Social Workers (both employed and unemployed)

Did you know... that a 1996 HRSDC study found that social workers who were visible minorities (including Canadian trained and internationally trained) reported lower earnings than the average for this occupational group?

And that... visible minority workers in the human services sector were disproportionately employed as para professionals and, notably, these positions are predominantly the lower paying and lower status positions in organizations?

Also ... that immigrants face significant difficulty in accessing the labour market, despite holding excellent foreign education qualifications, credentials and work experience in their field?

Access Alliance Multicultural Community Health Centre in conjunction with Ryerson University's School of Social Work and employers of social workers, are studying barriers faced by visible minority social workers, both those trained in Canada and those who are internationally trained, in mainstream social service agencies. This project is funded by Canadian Heritage and Human Resources Skills Development Canada (HRSDC).

We are conducting a survey to find out what you as visible minority social workers (employed or unemployed) have experienced in your search for professional employment. This informative survey will take approximately 30-45 minutes to complete.

To participate, please complete the attached survey (or cut and paste it, fill it out) and send it to Necole at nsommersell@accessalliancemchc.on.ca **by October 15, 2004**. Please feel free to forward this invitation to other individuals whom you think would be qualified (i.e. visible minority social workers) and interested in participating.

If you have any questions please contact:

Necole Sommersell, MA

Research Assistant

Access Alliance Multicultural Community Health Centre

Phone: 416-324-0927 x304

Fax: 416-324-9074

nsommersell@accessalliancemchc.on.ca

16.0 Appendix 14: Letter of Introduction for Qualitative Interviews

LETTER OF INTRODUCTION FOR QUALITATIVE INTERVIEWS

January 4, 2005

Dear Participant:

I am kindly requesting your participation in a research study examining the individual and systemic employment barriers faced by visible minority social workers in mainstream social service agencies, including those educated and trained in Canada and those internationally educated and trained. A brief description of our study is as follows:

Research Project Title:

Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Investigators: Helen Wong, B.Ed., M.S.W. Access Alliance Project Manager (416) 324-0927 ext. 290	Dr. June Ying Yee, B.A., B.S.W., M.S.W., Ph.D. Associate Professor, Ryerson University, School of Social Work (416) 979-5000 ext. 6224
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The purpose of this research is to begin to document your experiences, thoughts and feelings about the employment barriers and opportunities available to visible minority social workers. This research will allow participants to reflect upon their experiences and perceptions with respect to the employment and promotion of visible minority social workers, including the Ontario Association of Social Worker's position, the Ontario College of Social Workers and Social Service Worker's position, the employers of mainstream agencies and unemployed and employed social workers.

The sample consists of 18 participants, but a total of 36 qualitative interviews with employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers will be held. You were invited to participate in this study given your experience in the field of social work and/or because of your social location as a visible minority person. Two sets of interviews will be conducted. Each interview should take approximately 1 hour of your time. The interview will be conducted at your place of employment or another agreed-upon location. The second interview will take place in approximately 3-4 months from the time of this interview.

Ensuring confidentiality and anonymity for the research participants is paramount in this study. However, the names of the mainstream agencies participating in this study will not be kept confidential as well as the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers. Your decision to not participate in this study, or to withdraw from the study at any time, will not affect your employer/employee relationship. This study meets the required approval from the Ryerson University Ethics Committee. Attached is the consent form providing full details of the requirements for your involvement in this study.

Your participation in this study will enhance and contribute to current knowledge about the individual and systemic barriers that visible minority social workers face in employment in general.

Yours sincerely,
Necole Sommersell
Access Alliance Multicultural Community Health Centre
(416) 324-0927 ext. 304

16.0 Appendix 15: Consent form for Qualitative Interviews

CONSENT FORM FOR QUALITATIVE INTERVIEWS

Research Project Title:

Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Investigators: Helen Wong, B.Ed., M.S.W.
Project Manager
(416) 324-0927 ext. 290

Dr. June Ying Yee, B.A., B.S.W., M.S.W., Ph.D.
Associate Professor, Ryerson University, School of Social Work
(416) 979-5000 ext. 6224

You are being asked to participate in a research study. Before you give your consent to being a volunteer, it is important that you read the following information and ask as many questions as possible to be sure you understand what you will be asked to do. We are asking you to participate in a study examining the individual and systemic employment barriers faced by visible minority social workers in mainstream social service agencies, including those educated and trained in Canada and those internationally trained and educated. Recent research conducted by the Ministry of Citizenship and Immigration Canada (2003) indicates that immigrants face much difficulty in accessing the labour market and require help in finding a job, despite holding excellent foreign education qualifications, credentials and experience in their field. This project will identify the systemic barriers that visible minority social workers face in the actual employment client path, as well as in the organizational and institutional barriers as reflected in policy and practice. In total, approximately 34 qualitative interviews will be conducted with employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers. The sample consists of 18 participants, but a total of 34 interviews are taking place. You were invited to participate in this study given your experience in the field of social work and/or because of your social location as a visible minority person.

In accordance with Ryerson University Ethics Committee this consent form is only a part of the process of informed consent. The consent form is to provide you with a basic idea of the research and what your participation will involve. Two copies are made of this form; one for you to keep and one for the study's records. If you would like further information that is not provided on this form or if you have any further questions, please do not hesitate to contact any of the investigators listed above. Please take the time to read this form carefully and to understand all information stated in this form.

1. The purpose of this study is to document the experiences, thoughts and opinions of employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers.

You have been chosen as a participant in this research study because of your involvement/interest in the social work profession. Your views and opinions are valuable to this study.

2. This research study is exploratory in nature. As such, the intent is to obtain your opinion and experiences/interests about the employment of visible minority social workers, and to gather this information as accurately as possible. Therefore, this interview will be conducted with you and an audiotape of the discussion will be made. Each interview should take approximately 1 hour of your time. The interview will be conducted at your place of employment or another agreed-upon location. The second interview will take place in approximately 3-4 months from the time of this interview.

A set of questions will be shown for you to examine before you proceed with the interview. You are free to ask any questions regarding the interview before we begin. You can also refuse to answer any question during the course of the interview at any time. You may also stop participation in this study at anytime during this interview and without penalty.

A second interview is requested in order to follow up on the responses made in the first interview. The questions asked in the second interview will be based on the results of the first interview.

3. Due to the personal nature of the questions asked, you may reflect upon unpleasant memories or experiences while responding to the interviewer's questions. Therefore, if any of the questions cause you discomfort or concern, you may stop participation in the interview, either temporarily or permanently without penalty. Your decision to not participate in the study will not affect your relations with the referring agency, your employer or Ryerson University.
4. It is anticipated that employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers will benefit from this study. It will allow each and every person who participates in this study to reflect upon their experiences, thoughts and feelings about the employment and promotion of visible minority social workers. The analysis and discussion generated from this study may help employers, the Ontario Association of Social Workers, the regulatory and accreditation body, visible minority social workers, and policy makers identify the barriers and opportunities to the fair, accessible and equitable treatment in the employment of visible minority social workers in various workplace settings. At the same time, however, I cannot guarantee that you will receive any benefits from participating in this study.
5. Ensuring confidentiality and anonymity of all participants in this research study is very important. Any information you provide will not be linked or identifiable to you personally. Pseudonyms or numbers will be used in the interviews and transcription material. However, a promise of confidentiality and anonymity cannot be assured to the mainstream agencies that participate in this study. As well, confidentiality and anonymity cannot be assured to the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers for Social Workers. All audio recordings and transcription material will be stored safely in a computer via a password or in a locked cabinet at Ryerson University, School of Social Work and Access Alliance Multicultural Community Health Centre. The original data will be stored only until the end of the project September, 2005. At the end of the project, the original data will be destroyed. All personal information (age, position, ethno-racial background, etc.) will be maintained under the pseudonym. No one will have access to the data except Helen Wong and Dr. June Ying Yee, investigators of the project and research assistants involved in the original collection of the data. All anonymous data that is kept can be accessed by Helen Wong and Dr. June Ying Yee and will be kept for present or future research purposes.
6. There are no financial costs that will result on the part of the participant in this study.

7. In no way does your participation in this study affect your employment at your institution.
8. Participants of this study may have access to the general results of the study when they are available. This may occur by contacting any of the investigators for this study.
10. The findings of this study will be used for publication and presentations. Participants can be assured of confidentiality and anonymity of information given and used in any forthcoming publications or presentations. However, confidentiality and anonymity cannot be guaranteed to the mainstream agencies who participate in this study, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers for Social Workers.

Your signature on this form indicates that you have understood to your satisfaction the information regarding participation in this research study and agree to participate as a subject. In no way does this waive your legal rights nor release the investigators, sponsors or involved institutions from their legal and professional capabilities. You are free to withdraw from this study at anytime. Your continued participation in this project is part of your informed consent and should you have any questions, feel free to ask by calling any of the investigators responsible for this study.

If you have any questions regarding your rights as a human subject and participant in this study, you may contact the Ryerson University Research Ethics Board for information.

Research Ethics Board
 c/o Office of Research Services
 Ryerson University
 350 Victoria Street
 Toronto, Ontario
 M5B 2K3
 (416) 979-5042

A copy of this consent form has been given to you to keep for your records and reference.

 Name of Participant (please print)

 Signature of Participant

 Date

 Signature of Interviewer

 Date

I would be interested in being contacted in the future for participation in a second interview.
 Yes No

16.0 Appendix 16: Consent Form for Audio Taping of Interview

CONSENT FOR AUDIO TAPING OF INTERVIEW

I hereby grant permission for the interviewer to make an audio tape of this interview.

This audio tape of the interview will be erased by September 2005.

Name of Participant (please print)

Signature of Participant

Date

Signature of Interviewer

Date

16.0 Appendix 17: Focus Group Call Letter

FOCUS GROUP PARTICIPANTS WANTED

Agencies / Organizations that employ social workers

Access Alliance Multicultural Community Health Centre in conjunction with Ryerson University's School of Social Work and employers of social workers, are looking at the barriers that visible minority social workers, both those trained in Canada and those who are internationally trained, face in mainstream social service agencies. This project is funded by Canadian Heritage and Human Resources Skills Development Canada (HRSDC).

We are looking for people who are involved (including screening, interviewing, hiring and supervising) in employing social workers to be a part of a focus group session. From the perspective of the policy and practice procedures within your organization, the discussion will centre on steps your organization has taken in finding ways to recruit and retain visible minority social workers.

Our aim is to develop best practices for employers to develop models of change, so as to increase the capacity of visible minority social workers in their organizations.

The focus group will be held on Thursday March 17, 2005 and will last approximately one and a half-hours from 10 to 11:30 AM.

To participate, please contact Necole at nsommersell@accessalliancemhc.on.ca
Please feel free to forward this invitation to other individuals whom you think would be qualified and interested in participating.

If you have any questions please contact:

Necole Sommersell, MA

Research Assistant

Access Alliance Multicultural Community Health Centre

Phone: 416-324-0927 x304

Fax: 416-324-8677

nsommersell@accessalliancemhc.on.ca

16.0 Appendix 18: Letter of Introduction for Focus Groups

LETTER OF INTRODUCTION FOR FOCUS GROUPS

November, 2004

Dear Participant:

I am kindly requesting your participation in a research study examining the individual and systemic employment barriers faced by visible minority social workers in mainstream social service agencies, including those educated and trained in Canada and those internationally trained and educated. A brief description of my study is as follows:

Research Project Title:

Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Investigators: Helen Wong, B.Ed., M.S.W.
Project Manager
(416) 324-0927 ext. 290

Dr. June Ying Yee, B.A., B.S.W., M.S.W., Ph.D.
Associate Professor, Ryerson University, School of Social Work
(416) 979-5000 ext. 6224

The purpose of this research is to begin to document your experiences, thoughts and feelings about the employment barriers and opportunities available to visible minority social workers. This research will allow participants to reflect upon their experiences and perceptions with respect to the employment and promotion of visible minority social workers, including the Ontario Association of Social Worker's position, the Ontario College of Social Workers and Social Service Worker's position, the employers of mainstream agencies and unemployed and employed social workers.

The sample consists of 3 focus groups conducted with employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers. You were invited to participate in this study to give your experience in the field of social work and/or because of your social location as a visible minority person.

Please speak in generalities in this focus group discussion as confidentiality and anonymity cannot be assured by the researchers. In the write-up of the research results, any information you provide will not be linked or identifiable to you personally. In the focus group, while confidentiality can be maintained by the researcher, its maintenance cannot be guaranteed by other members of the focus group. Pseudonyms or numbers will be used in the interviews and transcription material. As well, a promise of confidentiality and anonymity cannot be assured to the mainstream agencies that participate in this study. As well, confidentiality and anonymity cannot be assured to the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers for Social Workers.

This study meets the required approval from the Ryerson University Ethics Committee. Attached is the consent form providing full details of the requirements for your involvement in this study.

Your decision to not participate in this study, or to withdraw from the study at any time, will not affect your employer/employee relationship.

Your participation in this study will enhance and contribute to current knowledge about the individual and systemic barriers that visible minority social workers face in employment in general.

Yours sincerely,

Necole Sommersell
Access Alliance Multicultural Community Health Centre
(416) 324-0947 ext. 304

16.0 Appendix 19: Consent Form for Focus Groups

CONSENT FORM FOR FOCUS GROUPS

Research Project Title:

Examining Systemic and Individual Barriers Experienced by Visible Minority Social Workers in Mainstream Social Service Agencies: A Community Project (Also known as the Agency, Regulatory, Professional Body Response Initiative)

Investigators: Helen Wong, B.Ed., M.S.W.
Project Manager
(416) 324-0927 ext. 290

Dr. June Ying Yee, B.A., B.S.W., M.S.W., Ph.D.
Associate Professor, Ryerson University, School of Social Work
(416) 979-5000 ext. 6224

You are being asked to participate in a research study. Before you give your consent to being a volunteer, it is important that you read the following information and ask as many questions as possible to be sure you understand what you will be asked to do. We are asking you to participate in a study examining the individual and systemic employment barriers faced by visible minority social workers in mainstream social service agencies, including those educated and trained in Canada and those internationally trained and educated. Recent research conducted by the Ministry of Citizenship and Immigration Canada (2003) indicates that immigrants face much difficulty in accessing the labour market and require help in finding a job, despite holding excellent foreign education qualifications, credentials and experience in their field. This project will identify the systemic barriers that visible minority social workers face in the actual employment client path, as well as in the organizational and institutional barriers as reflected in policy and practice. In total, approximately 4 focus groups will be conducted with employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers. You were invited to participate in this study given your experience in the field of social work and/or because of your social location as a visible minority person.

In accordance with Ryerson University Ethics Committee this consent form is only a part of the process of informed consent. The consent form is to provide you with a basic idea of the research and what your participation will involve. Two copies are made of this form; one for you to keep and one for the study's records. If you would like further information that is not provided on this form or if you have any further questions, please do not hesitate to contact any of the investigators listed above. Please take the time to read this form carefully and to understand all information stated in this form.

1. The purpose of the focus groups is to document the actual employment client path in pre-employment, access to employment and post-employment experiences (Agocs, 2000) of visible minority social workers.

You have been chosen as a participant in this research study because of your involvement/interest in the social work profession. Your views and opinions are valuable to this study.

2. This research study is exploratory in nature. As such, the intent is to obtain your opinion and experiences/interests about the employment of visible minority social workers, and to gather this information as accurately as possible. Therefore, these focus groups will be

conducted with you and an audiotape of the discussion will be made. Each focus group session should take approximately 1½ hours of your time. The focus group will be conducted at Access Alliance Multicultural Community Health Centre, Ryerson University or another agreed-upon location.

A set of questions will be shown for you to examine before you proceed with the interview. You are free to ask any questions regarding the interview before we begin. You can also refuse to answer any question during the course of the interview at anytime. You may also stop participation in this study at anytime during this interview and without penalty.

3. Due to the personal nature of the questions asked, you may reflect upon unpleasant memories or experiences while responding to the interviewer's questions. Therefore, if any of the questions cause you discomfort or concern, you may stop participation in the interview, either temporarily or permanently without penalty.
4. It is anticipated that employers and employees of mainstream agencies and unemployed and employed visible minority social workers, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers will benefit from this study. It will allow each and every person who participates in this study to reflect upon their experiences, thoughts and feelings about the employment and promotion of visible minority social workers. The analysis and discussion generated from this study may help employers, the Ontario Association of Social Workers, the regulatory and accreditation body, visible minority social workers, and policy makers identify the barriers and opportunities to the fair, accessible and equitable treatment in the employment of visible minority social workers in various workplace settings. At the same time, however, I cannot guarantee that you will receive any benefits from participating in this study.
5. In the focus group, while confidentiality can be maintained by the researcher, its maintenance cannot be guaranteed by the other members of the focus group. In the write-up of the research results, any information you provide will not be linked or identifiable to you personally. Pseudonyms or numbers will be used in the interviews and transcription material. As well, a promise of confidentiality and anonymity cannot be assured to the mainstream agencies that participate in this study. Confidentiality and anonymity cannot also be assured to the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers for Social Workers. All audio recordings and transcription material will be stored safely in a computer via a password or in a locked cabinet at Ryerson University, School of Social Work and Access Alliance Multicultural Community Health Centre. The original data will be stored only until the end of the project September, 2005. At the end of the project, the original data will be destroyed. All personal information (age, position, ethno-racial background, etc.) will be maintained under the pseudonym. No one will have access to the data except Helen Wong and Dr. June Ying Yee, investigators of the project and research assistants involved in the original collection of the data. All anonymous data that is kept can be accessed by Helen Wong and Dr. June Ying Yee and will be kept for present or future research purposes.
6. There are no financial costs that will result on the part of the participant in this study.
7. In no way does your participation in this study affect your employment at your institution.
8. Participants of this study may have access to the general results of the study when they are available. This may occur by contacting any of the investigators for this study.
10. The findings of this study will be used for publication and presentations. Participants can be assured of confidentiality and anonymity of information given and used in any

forthcoming publications or presentations. However, confidentiality and anonymity cannot be guaranteed to the mainstream agencies that participate in this study, the Ontario Association of Social Workers and the Ontario College of Social Workers and Social Service Workers for Social Workers.

Your signature on this form indicates that you have understood to your satisfaction the information regarding participation in this research study and agree to participate as a subject. In no way does this waive your legal rights nor release the investigators, sponsors or involved institutions from their legal and professional capabilities. You are free to withdraw from this study at anytime. Your continued participation in this project is part of your informed consent and should you have any questions, feel free to ask by calling any of the investigators responsible for this study.

If you have any questions regarding your rights as a human subject and participant in this study, you may contact the Ryerson University Research Ethics Board for information.

Research Ethics Board
c/o Office of Research Services
Ryerson University
350 Victoria Street
Toronto, Ontario
M5B 2K3
(416) 979-5042

A copy of this consent form has been given to you to keep for your records and reference.

Name of Participant (please print)

Signature of Participant

Date

Signature of Interviewer

Date

16.0 Appendix 20: Consent for Audio Taping of Focus Groups

CONSENT FORM FOR AUDIO TAPING OF FOCUS GROUP

I hereby grant permission for the interviewer to make an audio tape of this interview.

This audio tape of the focus group will be erased by September 2005.

Name of Participant (please print)

Signature of Participant

Date

Signature of Interviewer

Date

16.0 Appendix 21: Detailed Breakdown of Employer Qualitative Respondents

Employer Respondents

Code	Gender	Race/Ethnicity	Type of Agency	Position Level
Employer (E1A)	Male	North American	Mainstream	Manager
Employer (E2A)	Female	Caucasian	Mainstream	Director
Employer (E3A)	Female	East/South East Asian	Mainstream	Manager
Employer (E4A)	Female	Caucasian	Mainstream	Executive Director
Employer (E5A)	Female	Caucasian	Mainstream	Manager
Employer (E6A)	Female	Caucasian	Mainstream	Director
Employer (E7A)	Female	South East Asian	Mainstream	Director
Employer (E8A)	Male	African	Mainstream	Director

**16.0 Appendix 22: Detailed Breakdown of Unemployed Social Workers
Qualitative Respondents**

Unemployed Social Worker Respondents

Code	Gender	Ethnicity	Country Emigrated From	# of Years in Canada	Mother Tongue	Education
Unemployed Social Worker (UNEMPSW1A)	Female	South Asian	India	1 year and 8 months	Urdu	MSW, Ph.D. in progress (Canadian educated)
Unemployed Social Worker (UNEMPSW2A)	Female	South Asian	N/A	Canadian-Born and Educated in Canada	English	BSW & MSW (Canadian educated)
Unemployed Social Worker (UNEMPSW3A)	Male	African	Zimbabwe	3 years and a few months	English	BSW (IESW)
Unemployed Social Worker (UNEMPSW4A)	Female	South East Asian	Philippines	4 years	Filipino	BSW (IESW)
Unemployed Social Worker (UNEMPSW5A)	Female	West Asian	Iran	15 years	Persian/Farsi	BSW, MSW (Canadian educated)
Unemployed Social Worker (UNEMPSW6A)	Female	South East Asian	Philippines	1 year 3 months	Filipino	BSc in Social Work (IESW)

16.0 Appendix 23: Detailed Breakdown of Employed Social Workers Qualitative Respondents

Employed Social Worker Respondents

Code	Gender	Ethnicity	Country Emigrated From	# of Years in Canada	Current Job Position	Education
Employed Social Worker (EMPSW1A)	Male	South East Asian	N/A Canadian Born	N/A	Intake Worker	B.Ed., MSW, Ph.D. in progress (Canadian educated)
Employed Social Worker (EMPSW2A)	Female	Black	N/A Canadian Born	N/A	Appeals Liaison Worker	BSW (Canadian educated)
Employed Social Worker (EMPSW3A)	Male	Caribbean	N/A Canadian Born	N/A	Community Development Worker	(IESW)
Employed Social Worker (EMPSW4A)	Male	African	Nigeria (internationally educated)	11 months	Support Worker/Counselor	(IESW)
Employed Social Worker (EMPSW5A)	Male	South Asian	India (internationally educated)			
Employed Social Worker (EMPSW6A)	Female	South East Asian	India (internationally educated)		Project Coordinator/Settlement Counselor	(IESW)

16.0 Appendix 24: Detailed Breakdown of Employer Focus Group Respondents

Employer Focus Group Respondents

Coding System	Gender	Status	Born	Ethnicity	Education	Length of employment with organization
# 1	F	Canadian Citizen	Canada	Canadian	MSW	7 yrs
# 2	F	Canadian Citizen	Canada	Irish-Canadian	Med	1.5 years
# 3	F	Canadian Citizen	Hong Kong	East/Southeast Asian (Chinese)	MSW	15 years
# 4	F	Canadian Citizen	Guyana	Southern European (Spanish/Portuguese)	BA, HR Certificate	11 years
# 5	F	Canadian Citizen	Germany	NIL	College diploma	25 years
# 6	F	Canadian Citizen	Toronto, Canada	Irish	Incomplete BA	16 years
# 7	F	Canadian Citizen	Canada	Southern European (Italian)	BA in progress, HR mgt. Certificate, diploma	5 years
# 8	F	Canadian Citizen	Montreal, Canada	Scotland/Wales	Honours BFA	3 years

16.0 Appendix 25: Detailed Breakdown of Employed Focus Group Respondents

Employed Focus Group Respondents

Coding System	Gender	Status	Born	Ethnicity	Years looking for work	Education	Member of OASW	Member of OCSWSSW	Applied for promotion, and were you successful?
#1	M	Canadian Citizen	China	East/Southeast Asian (Chinese)	+5 yrs	BSW	No	Yes	Yes and No
# 2	F	Canadian Citizen	Canada	East/Southeast Asian (Chinese)	2.5 mths	MSW	No	No	Yes and No
# 3	F	Landed Immigrant	Ethiopia	South Asian (Indian)	N/A	MSW	Yes	Yes	No
# 4	F	Landed Immigrant	India	South Asian (Indian)	6 mths	MSW	No	Yes	No

**16.0 Appendix 26: Detailed Breakdown of Unemployed
Focus Group Respondents**

Unemployed Focus Group Respondents

Coding System	Gender	Status	Place of Birth	Ethnicity	# of Years Looking For Work in Canada	Education
# 1	M	Landed Immigrant	United States	African American	6 years	MSW MPH
# 2	F	Landed Immigrant	Karachi, Pakistan	South Asian (Pakistani)	1 year	BA in Social Work, MA in Social Work
# 3	F	Other	Japan	East/Southeast Asian (Japanese)	10 months	BSW MTL, MSW, U of T
# 4	M	Landed Immigrant	India	South Asian (Indian)	NIL	NIL