



## Onboarding Candidates from Traditionally Marginalized Communities

The emotional tax felt by people of colour in the Canadian workforce contributes to high levels of burn out and attrition.

- Feeling different from peers at work because of gender, race, or ethnicity, combined with “being on guard” from experiencing bias can negatively impact health, well-being, and ability to succeed.
- In a study of professionals, 50% to 69% of Black, East Asian, and South Asians who are *highly on guard against bias* reported high intent to quit.<sup>2</sup>

Inclusion does not end with hiring, and it does not become embedded in your institution because of who you hire. Creating and maintaining an inclusive culture is active and ongoing work.

Engaging in this work will increase the likelihood of new hire success and retention. You can help ensure positive outcomes by assessing your institution’s current environment and past onboarding strategies to see where you have been successful and where to improve.

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<sup>2</sup> [\*Empowering Workplaces Combat Emotional Tax for People of Colour in Canada, Catalyst, July 24, 2019\*](#)

It is important that new team members feel integrated and valued and see opportunities to grow in their role. To help achieve this, your onboarding plan should consider:

1. **Provide clarity on the role and organizations objectives.** A clear role description should be a critical component of any onboarding plan, including strategic and operational objectives – both short and long term – and measures of success.
2. **Identify and support key relationship-building.** Purposefully make introductions to relevant stakeholders, key opinion influencers and decisions-makers, both internal and external. A sponsor may play an important role in facilitating this critical network building.
3. **Coaching support.** Thoughtfully identify who the new team member can turn to for advice. Senior leadership roles in particular can be both lonely and demanding. External support may be appropriate, either with a formal coaching relationship or an informal network of advisors, which may include peers from outside of the institution.
4. **Provide feedback early and clearly.** A proactive approach to providing discreet feedback early in the process can assist in avoiding issues before they arise – and new hires are typically most receptive to feedback in their first 12 months. Consider a strategy for collecting 360 feedback to help inform the individual’s development.

