



Information and Communications Technology Council Conseil des technologies de l'information et des communications

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Integration and Retention Quiz

Use this quiz to test your knowledge of integration and retention programs.

1) *Which of the following are examples of integration and retention programs?*

- a) Onboarding
- b) Performance management
- c) Mentoring
- d) All of the above

ANSWER: D – other examples include networking and career development.

2) *Integration and retention programs are generally introduced to benefit IEPs and members of other underrepresented groups. True or false?*

ANSWER: False – integration and retention measures are standard good practices in human resources management across all industries, and serve to benefit all employees in a company.

3) *What time period is considered to be critical for an employer to “make it or break it” regarding engaging and retaining a new hire?*

- a) First 30 days
- b) First 60 days
- c) First 90 days

ANSWER: C - new hires need comprehensive support, guidance and direction from their employer during this period.

4) *Name one support an employer can offer to an IEP employee to help him or her prepare to move to a leadership role?*

ANSWER: Examples include coaching or mentoring to improve awareness of Canadian workplace norms, training or mentoring to build knowledge of Canadian laws and regulations that impact your industry, and opportunities to enable the employee to expand his or her network.

5) **Statistics indicate that workers from diverse backgrounds are three times more likely to leave an organization than other workers. Name one reason why this might happen.**

ANSWER: The primary reasons for departure are a lack of integration within the organization, lack of opportunities for advancement, and the existence of cultural barriers.¹

6) **How much does it cost to replace an employee who leaves?**

ANSWER: Depending on level, the cost of replacing an employee can run to several times the employee's annual salary; not including costs associated with lost time, production and overtime hours required to fulfill job requirements.

Research from the UK in 2014 found that the cost of lost output while a replacement employee gets up to speed, plus the logistical cost of recruiting and absorbing a new worker incurs costs for ICT employers of close to \$60,000 per employee.²

7) **SMEs don't have the capacity to implement integration and retention measures. True or false?**

ANSWER: False - informal, inexpensive measures have been shown to be perceived to be just as important and effective as formal statements and policies on diversity and respect. Examples include active and vocal engagement of senior leaders, open communication and ongoing feedback from managers, and a welcoming, inclusive organizational culture that values talent in a multiplicity of forms.³

8) **SMEs can only offer limited opportunities to a new hire to grow and develop. True or false?**

ANSWER: False – unlike larger companies where roles are more defined and job descriptions are more fixed, working in a smaller firm can offer an employee more scope to apply – and enhance – his or her skills work in multiple areas. This may be particularly attractive to IEPs who have many transferable skills that they would like to utilize adapt for the Canadian workplace.

9) **Name three factors that contribute to the success of any integration and retention program.**

ANSWER: Effective programs require:

- Active and vocal senior management support
- Link to strategic objectives of the organization
- Reinforcement throughout operational plans in functional areas and HR strategies
- Measurable targets and accountabilities at manager level
- Employee input, engagement, and participation
- Continuous evaluation, monitoring, and improvement efforts
- Effective organizational communication of the program

10) **Your workforce is already very diverse – can you still benefit from integration and retention programs?**

- a) No – we must already be doing the right thing as we're attracting talent from many backgrounds, including IEPs.
- b) Yes – although you are doing well in attracting a range of talent, you must also ensure that all efforts you made to recruit talented employees do not go to waste.

ANSWER: Integration and retention measures help make all employees feel included, valued and respected, which will greatly contribute to the retention and engagement of talent.

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¹ ICTC. Human Resources Management Guide. Module IV: Induction and Orientation. P. 66.

² <http://www.computerworlduk.com/news/careers/3504906/32000--the-cost-of-replacing-an-it-worker/>

³ ICTC. Talent for Hire: Diversifying Talent in Small and Medium Enterprises (SMEs) in the ICT Sector. April 2008. P. 28.