



# Recruiting, Retaining and Promoting Culturally Different Employees

*Lionel Laroche, Don Rutherford*

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The USA and Canada welcomes every year significant numbers of immigrant professionals who have high levels of formal education (Bachelors, Masters and Ph.D.) as well as extensive experience; yet a significant fraction of these immigrants are unemployed or underemployed. The purpose of this book is to help US and Canadian organizations make full use of the significant human capital that immigrants represent. This book will help organizations:

- Modify their recruitment and selection process to avoid rejecting culturally different candidates for reasons that are not related to their ability to do the job
- Develop and promote culturally diverse employees to ensure that they retain and capitalize on the new ideas that these employees bring

Highly- practical the book is divided into two parts:-

- The first part focuses on the recruiting process. It takes readers through the recruiting process used by most organizations and examines why cultural differences can throw this process off . The discussion is framed by an introduction explaining what cultural differences are and a description of cross-cultural communication issues and suggested solutions.
- The second part examines the retention and promotion of culturally different employees. The turnover of culturally different people is often higher than average and they are proportionately less represented in the higher echelons of large organizations. The work examines the root causes of these issues and proposes solutions that individuals and organizations can implement.

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