

# SHARING SETTLEMENT AND INTEGRATION PRACTICES THAT WORK GOVERNMENT OF NEW BRUNSWICK (GNB) MOSAÏK

Government of New Brunswick  
Fredericton, New Brunswick  
Delivered Across the Province

## Area of Practice:

- Employment and Entrepreneurship Supports

## Video:

<https://youtu.be/5HMOHITsGj4>

A Pathways to  
Prosperity Project

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PATHWAYS TO  
PROSPERITY  
Promoting Welcoming Communities in Canada



VOIES VERS LA  
PROSPÉRITÉ  
Promouvoir des communautés accueillantes au Canada

## **BACKGROUND ON THE ORGANIZATION AND IMPETUS FOR THE PROGRAM**

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The Government of New Brunswick (GNB) serves and represents the people of New Brunswick. Its priorities include the economy, affordability and housing, education, healthcare, the environment, and leadership.

In recent years, the Government of New Brunswick has faced internal skills shortages due to an aging workforce and has anticipated an increase in job vacancies. At the same time, New Brunswick has become increasingly multicultural as a result of immigration efforts and international humanitarian responses. These demographic changes are expected to continue, prompting the need to adapt hiring systems to a younger, more diverse labour force.

Existing HR practices were developed for a different workforce, no longer reflecting current trends. Key barriers identified include interview approaches that are not inclusive for newcomers, screening processes that prioritize Canadian experience and credentials, limited recognition of international qualifications, and gaps in HR staff training related to international recruitment. In response, the Government of New Brunswick launched the Mosaïk program in August 2022 to address internal skills shortages, modernize hiring practices, and ensure the provincial public service better reflects the diversity of New Brunswick's population.

## **OVERVIEW OF THE PROGRAM**

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**Name:**

Government of New Brunswick (GNB) Mosaïk

**Description:**

GNB Mosaïk is a newcomer hiring initiative that supports newcomers' successful integration into the GNB workforce and community. It is structured around three foundational pillars: employment, language, and community.

The employment pillar ensures newcomers secure meaningful positions within the government that align closely with their professional skills and qualifications, avoiding placements in survival or mismatched roles. Recognizing that newcomers often face language barriers, the language pillar offers comprehensive support, including interpretation services during interviews and onboarding, language training programs to strengthen proficiency in English and/or French, and the use of automated translation technologies to facilitate effective workplace communication. Under the community pillar, GNB Mosaïk takes a holistic approach by connecting candidates and their families to mentorship programs, opportunities for social and professional networking, and local settlement agencies. Through these agencies, newcomers can access essential services such as housing, healthcare, and education. These supports help ensure that newcomers feel welcomed, supported, and integrated into both the workplace and the broader New Brunswick community.

To participate, candidates enroll through an online form, providing details about their educational background, professional experiences, and specific skills. They have the option to upload resumes, past work samples, and introductory videos. Based on their profiles, candidates are sorted into skill

pools. GNB hiring managers receive regular updates about new candidates and can directly select from these profiles or request suitable candidates from the Mosaik team for specific job openings. Selected candidates participate in inclusive and culturally sensitive interviews. Candidates who successfully pass interviews receive job offers. Those not hired are not removed from the pool and continue to be actively promoted to departments for future opportunities. After being hired, newcomers benefit from structured onboarding practices – including an onboarding guide for managers – as well as access to language training, mentorship, and community engagement opportunities.

**Goal(s):**

The GNB Mosaik program aims to address internal skills shortages within the provincial public service, and to modernize hiring practices by adopting a more human-centered approach and removing systemic barriers that prevent equitable access. It also strives to increase the diversity of the provincial public service so that it better reflects New Brunswick's population. In the long term, the program aims to support newcomer retention by promoting successful workforce and community integration.

**Target Client Group(s):**

The program serves two primary client groups: New Brunswick government departments looking to hire, and newcomers seeking employment within the provincial civil service. Eligible newcomers are individuals born outside of Canada with authorization to work in Canada.

**Delivery Partners:**

GNB Mosaik collaborates closely with a number of partners, including Future GNB, Ignite, Mentor Canada, New Brunswick Multicultural Council (NBMC), Opportunities NB, Saint John Newcomers Centre, Working NB, and the YMCA of Southwestern New Brunswick.

**Human Resources:**

The GNB Mosaik program is delivered by a team of five staff members under the Office of the Chief Human Resources Officer. The team includes a program manager, a program coordinator overseeing mentorship and technology, a program consultant responsible for marketing and communications, and two HR consultants managing language support services and administrative duties. The team works remotely across the province, with a main office in Fredericton, NB.

**Funding:**

The program is funded internally through the Government of New Brunswick.

## **KEY FEATURES THAT CONTRIBUTE TO THIS BEING A PROMISING PRACTICE**

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**Effective:**

Several features contribute to GNB Mosaik's effectiveness. The program uses a detailed intake process to sort candidates into skill pools, allowing for job matching that aligns with their qualifications and experience. It also provides hiring managers with an interview guide that replaces the standard Behavioral Event Interview (BEI) format with more inclusive, culturally sensitive practices. Newcomers also receive comprehensive language support through a three-part strategy:

interpretation services during hiring and onboarding, referrals to formal language training programs, and the use of automated translation tools to improve communication.

If a candidate is not selected after an interview, the program does not remove them from the pool. Instead, their profiles continue to be promoted for future opportunities as long as they wish to remain enrolled. GNB Mosaik also seeks feedback from hiring departments and, when appropriate, shares suggestions with candidates to support their development. In addition, the program contacts individuals every six months to update profiles and refers them to further employment support, if needed.

For successful candidates, GNB Mosaik facilitates access to mentorship and community services to support long-term integration. Government departments hiring through Mosaik also receive anti-racism and intercultural competency training from partner organizations to support newcomer inclusion in the workplace.

**Efficient:**

The program uses a centralized hiring pool to maintain an overview of newcomer talent and government vacancies, allowing for quick and targeted job matching. Digital tools streamline the intake and data management process, from enrollment to hiring. Weekly emails keep GNB's HR network informed of newly enrolled candidates and their skill sets, enabling departments to act promptly on emerging opportunities. Departments can also access the talent pool directly or contact the Mosaik team to request candidates who match specific job needs. GNB Mosaik also gathers feedback from the HR network and regularly consults departments to understand their hiring needs and continually improve the process.

**Relevant:**

GNB Mosaik addresses a pressing need to adapt New Brunswick's public sector hiring system in response to an aging workforce and a more diverse population. Many qualified newcomers face barriers to employment in government, including lack of Canadian experience, language challenges, and limited recognition of international credentials. The program is designed to remove these barriers and ensure that public sector hiring processes are more responsive to today's labour force.

**Sustainable:**

The program relies on strong partnerships with external agencies for language training, mentorship, and employment support services, allowing it to leverage existing resources. The program uses feedback from both candidates and departments to make continuous improvements, ensuring its practices remain relevant and effective. Its flexible, adaptive design allows it to evolve alongside changing workforce needs, while post-hire supports such as mentorship and community integration services aim to promote long-term retention and success.

**Transferable:**

The GNB Mosaik program is transferable to other jurisdictions due to its flexible and customizable design. Its core components – such as skill pool sorting, inclusive and culturally sensitive interviewing practices, and the three-pillar support model (employment, language, community) – can be adapted to local contexts. Successful implementation in other settings would depend on customizing the

model to local workforce priorities and building partnerships with organizations that can provide support services.

**Innovative and Forward Thinking:**

GNB Mosaïk replaces standard Behavioral Event Interviews – which often disadvantage candidates with different language or cultural backgrounds – with direct, simplified questions tailored to newcomer needs. Its three-pillar model provides integrated support in employment, language, and community, recognizing that job placement alone is not enough for successful integration. The program also explores emerging technologies such as automated translation tools to address language barriers and improve accessibility.

**Differs in Definable Ways from Other Similar Practices:**

Unlike many newcomer employment programs, GNB Mosaïk was co-created by and is operated entirely by newcomers, ensuring that the program directly reflects the experiences and needs of those it serves. It goes beyond job matching by partnering with organizations to provide wraparound support, including language training, mentorship, and connections to community services. The program is also tailored to New Brunswick's bilingual context, offering customized support in both English and French. Its design emphasizes long-term integration and inclusion, setting it apart from other models that focus narrowly on initial employment outcomes.

**High Client Uptake:**

GNB Mosaïk attracts newcomer candidates through referrals from settlement agencies, government employment programs (such as Future GNB and the Equal Employment Opportunity Program), and direct outreach at career fairs. As of September 2024, a total of 4,904 individuals have enrolled in the program.

Departmental participation has grown due to strong support from senior leadership. In addition, the program maintains regular communication with the HR network through weekly emails featuring new candidates and engages directly with HR directors across departments. Hiring managers can also initiate requests or browse the pool to identify candidates who match specific job requirements, encouraging consistent use of the program. Together, these efforts have contributed to a growing network of over 115 engaged hiring managers across 14 departments.

**High Client Retention:**

Retention is supported through continuous engagement and long-term supports. Candidates who are not hired after an interview remain in the talent pool and continue to be promoted for future opportunities. The program reaches out to candidates every six months to update their profiles and assess whether additional support is needed. If appropriate, GNB Mosaïk refers candidates to employment counselors at partner organizations for help with resume development or interview preparation. For those who are hired, the program provides post-hire support through language training, mentorship, and connections to community resources to help ensure successful integration. As of September 2024, 85% of the newcomers who had found employment were still employed with the Government of New Brunswick.

**Strong Evidence of Successful Outcomes:**

As of September 2024, GNB Mosaïk had enrolled 4,904 individuals and successfully placed 308 newcomers across 14 government departments. In addition, the program demonstrated several qualitative outcomes. Newcomers expressed appreciation for the program's customized and holistic approach. Further, some newcomers who entered the program with little or no knowledge of English or French gained sufficient language skills within a year to work independently in their roles. Some newcomers also used mentorship opportunities to pursue new career pathways within the government, advancing beyond their initial positions.

**PERFORMANCE MEASUREMENT AND EVALUATION STRATEGY**

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GNB Mosaïk uses a combination of quantitative and qualitative methods to track outcomes and improve its practices. The program produces quarterly and annual reports based on pre-established targets, including the number and percentage of individuals hired, language supports provided, training activities completed, and collaborations with settlement agencies. Success stories are gathered through surveys with successful candidates, which capture individual reflections on the hiring and integration process. With the candidates' permission, selected stories are published on the program's internal and external websites to showcase outcomes. Feedback is also gathered from departments through formal HR meetings and ongoing informal communication, allowing the program to respond to employer needs. This approach ensures that GNB Mosaïk remains responsive and continually improves over time.

**FOR MORE INFORMATION**

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**GNB Mosaïk**

<https://www2.gnb.ca/content/gnb/en/corporate/promo/Mosaïk.html>