



30-CE-0837679/00-89

REST

Refugees Employment Support and Training

30-CE-0837679/00-89

**BEST Practice Research of labour
market integration of refugees in
Europe in 10 European Countries**



Austria

Best practice example 1

Country	Austria
Institution	Austrian labour market service
Year of good practice implementation and duration of the best practice	on-going
General description of the best practice model/approach:	<ul style="list-style-type: none">• Employers have the knowledge how to financially benefit (through funding) from employing refugees• employers who plan to hire refugees• state-financed• responsible staff member working for the “service for enterprises department”
Main activities of the best practice model/approach	<ul style="list-style-type: none">• After a phone call it comes to light that no consultation is necessary. Only the name of the new employee, the working contract and the work permit of the employed refugee has to be sent. Afterwards a decision will be taken.
Results of the best practice model/approach	<ul style="list-style-type: none">• Achievements/impact: no data• Successful outcomes have been identified for the target group: no data• targeted impact > increased job opportunities for refugees
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none">• increased use of the funding possibility• Poor visibility of the funding possibility, not enough information online, no personal consultation, no legal claim to get funding, no transparency about why funding is granted or not granted
Further information can be found at:	http://www.ams.at/docs/900_EB_Infoblatt_anerkannte_fluechtlinge.pdf
Web/Social Media/...	



Best practice example 2

Institution

Sozialministerium/ESF/ Inklusionsassistentz Austria

**Year of good practice
implementation and duration of
the best practice**

Planned for 2018

**General description of the best
practice model/approach:**

- The “Inklusionsassistentz” is a pilot project funded by the Austrian ministry of social affairs via the European Social Fund. It aims to support enterprises who have decided to employ female refugees as well as the new employed refugees. The support starts when the employment contract between individual and company is agreed. Both sides will be integrated in the supporting measures. Consultation services will be available until the acclimatization phase is over. However, if conflicts occur after the acclimatization phase, the “Inklusionsassistentz” will be available in order to guarantee a long-lasting and successful working relationship.

**Main activities of the best
practice model/approach**

- Interface management: A network which includes other projects and initiative will be created
- Preparation classes for enterprises will produced and conducted
- Supporting measures which aim in creating a welcoming culture within the companies will be produced and conducted
- Supporting measures for the staff which will be in direct contact with the newly employed individuals will be created
- Effective communication between company and employee will be supported
- Mutual expectations will be integrated in the consultation and support.

**Results of the best practice
model/approach**

- The “Inklusionsassistentz” will start in 2018. No results so far. But the main objective is to make sure that female refugees who found employment - remain employed.

Success criteria or obstacles for

- Number of involved companies



the best practice model/approach

- Number of supported female refugees who remained employed
- Number of involved organizations, project or initiatives in the network
- Quality and applicability of the created supporting measures

Further information can be found at:

<http://www.esf.at/esf/2017/02/17/ausschreibung-pilotierung-der-investitionsprioritaet-gleichstellung-von-frauen-und-maennern-2/>

Web/Social Media/...

Best practice example 3

Country

Austria

Institution

Charta der Vielfalt (Diversity Charter)/ Network of Austrian companies initiated by the chamber of commerce

Year of good practice implementation and duration of the best practice

Since 2010 and on-going

General description of the best practice model/approach:

- “Charta der Vielfalt” is open community or network of Austrian companies who are engaged in creating an open minded and diversity friendly economy and society. They are motivating their members to see diversity as an opportunity for economic success. Through their international platform the “Charta der Vielfalt” is connected with Diversity Charters in Germany, France, Spain, Sweden, Poland, Italy, Belgium and Luxembourg.

Main activities of the best practice model/approach

- Supports diversity management in companies and organizations
- Improve company image
- Supports the opening of new markets
- Enhanced attractiveness for applicants

Results of the best practice model/approach

- Created a multinational lobbying platform for diversity in the European economy

Success criteria or obstacles for the best practice model/approach

- Number of members



**Further information can be found
at:**

https://www.wko.at/site/Charta-der-Vielfalt/charta-der-vielfalt/ueber-die-Charta/charta_d_vielfalt_de.pdf

Web/Social Media/...

[https://www.wko.at/site/Charta-der-Vielfalt/charta-der-vielfalt/ueber-die-Charta/Ueber die Charta der Vielfalt.html](https://www.wko.at/site/Charta-der-Vielfalt/charta-der-vielfalt/ueber-die-Charta/Ueber_die_Charta_der_Vielfalt.html)



Bulgaria

Best practice example 1: Aladin Foods

Country	Bulgaria
Institution	Aladin Foods
Year of good practice implementation and duration of the best practice	Around 2007 – Ongoing
General description of the best practice model/approach:	<p>The best practice refers to an employer's practice which is partially related to the goals of the REST project. The target group of the employer are refugees, mainly from Syria. Since the owner of the business has Syrian roots, he perceives the inclusion of the refugees as his own personal mission.</p> <p>The approach the company uses is a complex one since they entirely voluntarily offer the refugees several services:</p> <ul style="list-style-type: none">○ Initial financial support for the refugees and their families when they enter the country;○ Jobs as cashiers, cooks, cleaners and similar;○ Opportunities to learn the Bulgarian language funded by the employer;○ Opportunity for educational or professional qualification funded by the employer;○ Education for the refugees' children, funded by the employer. <p>The funding is entirely the employer's responsibility and he is the main actor in the process. No national institutions have been involved in improving the process of hiring refugees. The employer describes the process as an administrative burden.</p>
Main activities of the best practice model/approach	<p>The activities and methods used are described in the previous section. The resources needed are mainly financial and network-related. The necessary finances in this specific practice are entirely privately provided by the employer. He also relies on private network – specific schools that are open to admitting refugees' children, organisations that provide courses in Bulgarian language and are experienced in working with this specific target group.</p> <p>The competences of the staff for implementing this model do not go beyond openness towards refugees, willingness to work with them in the team and readiness to offer support for the integration in the society. This could be achieved by developing short training modules directed towards the employees in the company regarding</p>



welcoming culture in the organization, attitudes towards refugees etc.

Results of the best practice model/approach

This model is directly addressing the final beneficiaries since it is entirely initiated by the employer. The achievement for the employer is having employees just as effective as the other team members. The employer has faced challenges since there were refugees who take the training and then leave the country or just do not show up to work.

Success criteria or obstacles for the best practice model/approach

The success criteria are easy to be measured. As a successful story could be defined any case involving refugees integrated in the labour market as well as being an equal part of the society.

A specific obstacle could be refugees who do not start work after the training. Another challenge is the refugees not taking care of the necessary documents to be involved in the society which leads to the employer being fined.

Since the refugees' situation has not entirely been resolved in Bulgaria and not many services are offered to the final beneficiaries group, no more specific information about the practice could be offered. As next steps a meeting could be arranged with the employer in order to get deeper into the subject and implement the concrete stages of the process step by step.

Further information can be found at:

<http://www.aladinfoods.bg/>

Web/Social Media/...

Best practice example 2: Friends of refugees

Country

Bulgaria

Institution

Friends of – refugees

Year of good practice implementation and duration of the best practice

2013 – Ongoing

General description of the best practice model/approach:

Friends of refugees are a self-organized group of people created spontaneously in 2013 as a response to the refugee situation in the country. . Their target group is the final beneficiaries of the REST project – the refugees rather than the employers. Their main goal is



to support the refugees especially in the beginning of their stay in Bulgaria. They offer several services:

- Collection of clothes, shoes, kitchen utensils
- Purchase food and hygiene materials (e.g. diapers)
- Provision of medical examinations
- Bulgarian language training
- Legal aid

The funding is entirely based on voluntary donations and support from the team members and their donors. The team consists of operations and organization specialists, legal council, media relations specialist, translators, legal experts, and a web technology specialist. Anyone can get involved as a volunteer through the active facebook group where people can post various initiatives, campaigns, etc.:

<https://www.facebook.com/groups/585850168115019/>.

The methods used are informal since it is completely formed of volunteers.

- Spreading awareness on how anyone can support the refugees through articles, discussions, videos, etc.;
- Organising events with an empowerment goal – gathering refugees and volunteers to cook together, to exchange culture knowledge and to support each other;
- Promoting entrepreneur practices – refugees making hand-made earrings convey various peaceful messages;

The impact of the practice is directly related to the final beneficiaries..

Main activities of the best practice model/approach

Results of the best practice model/approach

Success criteria or obstacles for the best practice model/approach

Further information can be found at: <http://priyateli.org/>

Web/Social Media/...



Germany

Best practice example 1: Contact hotline and consulting activities for employer who are willing to hire refugees

Country	Germany
Institution	Caritas in Osnabrück, Lower Saxony
Year of good practice implementation and duration of the best practice	Established in 2015 – still running
General description of the best practice model/approach:	<ul style="list-style-type: none"> • Caritas established a central contact hotline to consult employers who are willing to hire refugees • Target group: Employers • Funding: funded by the ministry for economics, labour and transport of Lower Saxony • Contact persons are Dr. Barbara Weiser (hotline-auf@caritas-os.de) and Norbert Grehl-Schmitt (NGrehl-Schmitt@caritas-os.de).
Main activities of the best practice model/approach	<ul style="list-style-type: none"> • Caritas is providing a telephone hotline as well as comprehensive guidelines on legal aspects of hiring refugees. • Furthermore Caritas offers in-house trainings on the topic • Caritas also supports the matchmaking between employers and refugees by building up contacts.
Results of the best practice model/approach	<ul style="list-style-type: none"> • No information about results for the target group and the final beneficiaries found
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> • Success criteria • Obstacles <p>Unfortunately there are no information on success criteria or obstacles available</p>
Further information can be found at:	http://www.caritas-os.de/zbs-auf/



Best practice example 2: Guidelines and trainings for companies to facilitate their working/technical language to lower language barriers for refugees/migrants.

Country	Germany
Institution	IQ Netzwerk Niedersachsen (IG Network Lower Saxony), Volkshochschule Braunschweig GmbH
Year of good practice implementation and duration	2014 – still ongoing
General description of the best practice model/approach:	<ul style="list-style-type: none"> • IG Netzwerk Niedersachsen and Volkshochschule Braunschweig GmbH published a guideline how enterprises could support their employed refugees learning German (“Deutsch habe ich im Betrieb gelernt.”), furthermore they offer (in-house) training for employers and in-house trainees on how to facilitate the technical language used in enterprises. • Target group: Enterprises, chambers of commerce and educational provider • Funding: the guideline is part of the funding programme “Integration by Qualification” of the German Federal Government (Bundesministerium für Arbeit und Soziales sowie Bundesministerium für Arbeit und Soziales) and the Federal job center • Actors/Team: contact partner and responsible for the guidelines is Wilhelmine Berg, staff of Volkshochschule Braunschweig GmbH wilhelmine.berg@vhs-braunschweig.de
Main activities of the best practice model/approach	<ul style="list-style-type: none"> • The published leaflet “Deutsch habe ich im Betrieb gelernt“ contains concrete information and guidelines how enterprises could implement an easy comprehensible German language to help and integrate refugees and migrants; it also contains information about language and other training courses as well as further supports
Results of the best practice model/approach	<ul style="list-style-type: none"> • more than 2500 guidelines were disseminated • a company managers testified that the language and training courses as well as the guidelines helped to facilitate the language in the enterprise and evoked a communication awareness; as a result a better communication atmosphere was



created in this organisations.

Success criteria or obstacles for the best practice model/approach

- **Success criteria**

Motivation and willingness of the participating companies.

- **Obstacles**

Further information can be found at:

<http://www.migrationsportal.de/projekte-partner/interkulturelle-vielfalt/berufsbezogenes-deutsch>

Web/Social Media/...

<http://www.netzwerk-iq.de/fachstelle-berufsbezogenes-deutsch/unternehmen.html>

<http://www.vhs-braunschweig.de/vhsinternational/downloads/deutsch-habe-ich-im-betrieb-gelernt.pdf>

http://www.netzwerk-iq.de/fileadmin/Redaktion/Downloads/IQ_Publikationen/Good_Practice/IQ_GP_Deutsch_Betrieb_2016_final.pdf

Best practice example 3: Training and information material for apprenticeship trainers how to deal apprentices with special needs for support.

Country

Germany

Institution

Project coordinated by DIHK (Deutscher Industrie- und Handelskammertag) and ZWH (Zentralstelle für die Weiterbildung im Handwerk e.V.)

Year of good practice implementation and duration of the best practice

2 phases since 2011: 2011 started with a project for in-house/apprenticeship trainings working with young NEETs, 2014 a module for the support needs of young refugees was added.

General description of the best practice model/approach:

- **Goals:** The project aims at finding answers to the changing apprenticeship market in Germany and helping enterprises' staff to deal with these challenges
- It offers information and networks on a online platform, a consulting service, a knowledge manual and training sessions
- **Target group:** apprenticeship trainers and responsible staff members in enterprises and organisations, especially in SME, dealing with apprentices
- **Funding:** the project was funded by Bundesministerium für Wirtschaft und



Main activities of the best practice model/approach	<p>Energie</p> <ul style="list-style-type: none"> • Contact partners are Stephan Langer for Industry and Commerce at DIHK-Bildungs-GmbH, and Michael Sauter for trade at ZWH • The main activity is the online platform, where trainers can look for information about specific apprenticeship needs, challenges or behaviour and appropriate responses as a trainer. • On the website the trainer can search for their area of need, for example “welcome culture” and learn more about this chosen issue by a booking a online- and offline module
Results of the best practice model/approach	<ul style="list-style-type: none"> • The offered training modules – communication training, e-learning courses and practical training sessions – proved successful during a piloting; the participants evaluated all three parts as helpful and practically relevant • The participants were glad about the opportunities during the practical training sessions to share their experiences with others and to see that they are not alone with their problems • They also liked the flexibility of the e-learning course, so they could inform only about their needs and learn when and how they wanted
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> • Success criteria • Obstacles <p>Apprenticeship trainers must be self-reflective to realize in which area they are challenged by an apprentice, interested and willingly to learn more. Trainer need to be to use the internet.</p>
Further information can be found at:	<p>http://www.stark-fuer-ausbildung.de</p>
<p><i>Best practice example 4: Integration manager to assist the matchmaking between employers and refugees.</i></p>	
Country	<p>Germany</p>
Institution	<p>Landkreis Kassel</p>
Year of good practice implementation and duration of the best practice	<p>Job position was created in April 2015</p>
General description of	<p>Goals: The main task of the integration manager is to find matches for internships or jobs between employers and newly arrived migrants and refugees. In the process the</p>



the best practice model/approach:

integration manager in counselling both parties on legal as well as cultural aspects.

Target group: Employers and refugees

Funding: since July 2016 this position is government-funded by the Federal Ministry of Education and Research

Contact person: Bijan Otmischi – Integration Manager Landkreis Kassel: Bijan-Otmischi@landkreiskassel.de

Main activities of the best practice model/approach

- builds up a network with companies, supporters of the newly arrived migrants and refugees, communities, non-profit organizations and government bodies
- finds suitable traineeships or jobs for the newly arrived migrants and refugees which are adequate to their prior learning and qualifications
- accompanies the newly arrived migrants and refugees to job interviews
- helps to organize courses for vocational trainings
- during the two years the Integration Manager placed 220 refugees in a traineeship
- 25 in an apprenticeship
- and 100 in a regular employment

Results of the best practice model/approach

Success criteria or obstacles for the best practice model/approach

Success criteria

- the person of this job position has to be open-minded and he or she should have a good ability to communicate (as well in English)
- also he or she should have empathy and assertiveness
- a good knowledge of the area and the local companies are advantageous

Obstacles

- the companies have to be open-minded concerning the employment of newly arrived migrants and refugees
- obstacles concerning the different cultures and habits of the newly arrived migrants and refugees

Further information can be found at:

http://www.landkreiskassel.de/bildung/fluechtlingshilfeLKKS/allg_Infos/index_print.html



Greece

Best practice example 1

Country

Greece

Institution

Hellenic Red Cross

Year of good practice implementation and duration of the best practice

Around 2003 (first round of EQUAL)

General description of the best practice model/approach:

Target group: Asylum seekers/refugees

The Community initiative EQUAL was a tool of European Strategy for the Employment that was financed by the European Social Fund and aimed in experimental application and distribution of new ways of fighting of discriminations and inequality in the sector of employment. Part of the individual objectives of the project was a support of social & professional integration of applicants requesting asylum.

ANADRASI-ISTOS is part of Community initiative EQUAL. This project involved the creation of a tool for the electronic interconnection of specialized agencies for the provision of asylum and refugees (Non-Governmental Organizations, bodies of Local Self-Government and Social Partners) named ESTIA and were created with the assistance of the Youth and Lifelong Learning Foundation.

Main activities of the best practice model/approach

The above-mentioned tool, i.e. the ESTIA Information System, was not only a "referral/recording request" system, a "job matching" system, but also a dynamic system for assessing the needs of the target groups and the service provider. It was established, based on an electronic model of rational organization of work in the service sector. The ESTIA toolkit was preceded by meetings of many organizations, collecting all the registration systems of each operator, creating common specifications based on the needs of all the operators, a 3-month trial session, seminars from Youth and Lifelong Learning Foundation for the users, submitting requests for notification to the Authority Personal Data Protection to issue ESTIA Licenses, ESTIA User Guide for Users and Code of Conduct.

Results of the best practice model/approach

The project was completed and has been in operation since December 2003 and approximately 27 operators with twenty-four connection points have been connected to its operation, 1701 people have been registered, and 1,654 have been submitted for resolution.

Achievements of the ESTIA tool:

- ✓ 90% of non-governmental organizations that provide services to asylum seekers and refugees and Reception



Centers for Asylum Seekers have been linked to date.

- ✓ ESTIA Network was expandable, as it could connect any service provider to target groups, such as finding work and housing, legal, psychosocial, counseling, medical support, language training and/or language learning etc.
- ✓ In addition, ESTIA, including a "job matching" subsystem, was a handy and effective tool for promoting people on the labor market.
- ✓ Finally, it was particularly important that as a reliable assessment tool for service providers it could also be used as a criterion for approving resources/funding to operators based on their profitability.

Success criteria or obstacles for the best practice model/approach

ESTIA, following an expert evaluation by the European Commission, was ranked in the 3 best EQUAL practices at European level and was selected to be presented at the International Conference organized by the European Commission Directorate-General for Employment and Social Affairs in Dublin on 1 April 2004.

Further information can be found at:

(<http://www.redcross.gr/default.asp?pid=1&la=1>)
(In Greek)

Web/Social Media/...

What can we learn from it – what does it tell us for our project?

Best practice example 2

Country

Greece

Institution

EFXINI POLI (<http://www.efxini.gr/>) with the cooperation of many other organizations, local/regional authorities, universities and vocational educational centers.

Year of good practice implementation and duration of the best practice

2001-2004 (first round of EQUAL)



General description of the best practice model/approach:

Target group: Unemployed over 45, young people without work experience, unemployed women, young unemployed, underprivileged workers, immigrants, prisoners, long-term unemployed, repatriates, people with linguistic, cultural and religious differences.

This best practice is part of Community initiative EQUALtoo. Mainly for methodological reasons, as well as for the more efficient and effective implementation of the integrated intervention plan (e-QUALITY), it was divided in two independent, parallel and complementary parts, as follows: "DESMOS" and "e-QUALITY". In the first part (DESMOS), the main objective was the upgrading and modernization of structures and support systems for the employment of teams, through the operation of Centers for Employment, while in the second part (e-QUALITY) were promoted actions and mechanisms for supporting young people with insufficient educational and/or professional qualifications for their integration in the labor market.

Main activities of the best practice model/approach

Concerning the first part (DESMOS) of the project, its aim was to geared to upgrading and modernizing employment structures and employment support systems for disadvantaged groups, promoting co-operation and networking of employment support structures and bodies, strengthening unemployed people with training programs in the new economy, and raising awareness among employers and professional bodies. In particular, it was envisaged the operation of Network Employment Centers in several areas inside and outside of Athens. Concerning the second part (e-Quality) of the project, its main problem to be tackled was the inclusion of young people mainly in employment, which was for various reasons marginalized or socially excluded in the field of new technologies and in particular in communication and information technologies. In order to achieve these objectives, and given the particular characteristics of the target groups, the logic of pilot applications was adopted on the basis of the "research-action" methodology.

Results of the best practice model/approach

This rationale included the implementation of an innovative training program combined with a placement period in IT companies, while group and individualized support and counseling actions were implemented.

Success criteria or obstacles for the best practice model/approach

Further information

http://ec.europa.eu/employment_social/ECDB/equal/jsp/dpComplete_1003.htm



can be found at: &

Web/Social Media/... <http://www.equal-greece.gr/groupsubdetailbasic.asp?Ergonum=11>

Best practice example 3

Country:	Greece "Community Initiative EQUAL"
Institution:	N/A
Year of implementation & duration of the best practice:	2001-2004 (first round of EQUAL) and 2004-2008 (second round of EQUAL)
Target groups:	Migrants, refugees, asylum seekers, other disadvantaged groups such as people with disabilities, juvenile offenders, prisoners etc.



General description of the best practice model/approach

- The Community initiative EQUAL was a tool of European Strategy for the Employment that was financed by the European Social Fund and aimed in experimental application and distribution of new ways of fighting of discriminations and inequality in the sector of employment. The initiative EQUAL completed the experiences that were acquired in the frames of previous Initiatives EMPLOYMENT & ADAPT and supplemented the existing policies for the equality of occasions in the job market.
- This project had been designed to support a horizontal approach in the policies and the services to which multiple categories of people excluded or threatened from exclusion from the job market will have access and it faced the fragmentation and the lack of co-ordination of applied policies.
- The individual objectives of the project were:
- The improvement of employability through the facilitation of access and return in the job market of people that are discriminated and fighting of racism and xenophobia in their marketplace.
- The growth of enterprising spirit through the improvement of access in the process of creation of enterprise - the aid of social economy.
- The encouragement of adaptability of enterprises and employees through the promotion of lifelong learning and labor practices of incorporation, the support of adaptability of companies and workers.
- The aid of equal chances policies for men and women through the combination familial and professional life and the encouragement of suppression of professional segregation.
- The support of social & professional integration of applicants requesting asylum.



Main activities of the best practice model/approach	<p>EQUAL had been based not just on single projects, but on development partnerships, which committed actors from different institutional families (local authorities, companies, universities, trade unions etc) around a common concern in labor market development and social inclusion, building their capacity to work together in the long term.</p> <p>More specifically:</p> <div data-bbox="552 504 1453 934"> <p>To achieve its goal of a non-discriminating and sustainable labour market, EQUAL is structured around six key principles, or 'building blocks':</p> <ul style="list-style-type: none"> • Tackling complex problems by involving all relevant stakeholders and empowering them to combat discrimination and exclusion at work and in access to work; ➡ Partnership and empowerment • Learning from experiences in other Member States; ➡ Transnational cooperation • Making gender equality an integral part of all policies and practices; ➡ Gender mainstreaming • Focusing on priority issues where groups of Member States expect that transnational cooperation will help them develop ways to improve the delivery of their national labour market policies; ➡ Thematic focus • Developing and testing new approaches; ➡ Innovation • Sharing good practice and influencing policies and practices; ➡ Mainstreaming </div>
Results of the best practice model/approach	<p>Achievements/impact</p> <ul style="list-style-type: none"> • EQUAL Development Partnerships (DPs) piloted approaches to assist the integration of migrants/refugees/asylum seekers etc into the labor market by offering support and services that had not previously provided by the existing systems.
Success criteria or obstacles for the best practice model/approach	<p>Success criteria</p> <ul style="list-style-type: none"> • EQUAL Development Partnerships (DPs) have established new forms of cooperation between the public and private sectors. More especially, these partnerships brought together public administrations from all levels – national, regional and local- with employers and non-governmental organizations specialized in providing support for migrants/refugees/asylum seekers etc. <p>Obstacles</p> <ul style="list-style-type: none"> • Lack of knowledge of employers about the legal and administrative procedures for hiring migrants/refugees/asylum seekers, • Lack of skills or experience of target groups, • Legislative gaps, • Policies which hinder the job research.
Further information can be found at:	<p>www.equal-greece.gr</p>



Best practice example 4

Country:	Greece Operational Program "Employment & Vocational Training"
Institution:	N/A
Year of implementation & duration of the best practice:	completed at the end of 2008
Target group:	Vulnerable social groups
General description of the best practice model/approach:	The Operational Program "Employment and Vocational Training" of the Ministry of Labor was a transformation of the Operational Programs of the 1990s ("Continuing Training and Employment Promotion" and "Combating Exclusion from the Labor Market") covering the 2000-2006 programming period, while it continued for the period 2007-2013 as an Operational Program "Human Resources Development". The implementation of the Operational Program was carried out in two cycles and the total budget of the actions amounted to 40.000.000 €. The main objective of the program was to promote employment and to alleviate labor market problems in order to prevent unemployment, increase the participation of women and disadvantaged groups, while reducing the unemployment of certain groups of the labor force which largely contribute to the overall unemployment of the country. All actions included in the individual Priority Measures and Priorities Axes of the Operational Program were aimed at increasing the employability of the workforce, promoting employment and reducing unemployment (with the predominance of preventing unemployment).
Main activities of the best practice model/approach	An innovative component of the strategy of the Operational Program "Employment & Vocational Training" was the active participation of NGOs in its implementation.



Results of the best practice model/approach	<p><u>Achievements:</u></p> <ul style="list-style-type: none">✓ The development and promotion of active labor market policies to prevent and combat unemployment, prevent the long-term unemployment of both men and women, facilitate the reintegration of the long-term unemployed into the labor market and support the professional integration of young people and people who return to the labor market after a period of absence.✓ Promoting equal opportunities for all with an emphasis on those who are exposed to social exclusion.✓ Promoting and improving training, education and counseling as a component of lifelong learning policy to facilitate and improve access to and integration into the labor market, improve and maintain employability and promote job mobility.
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Finland

Best practice example 1: Mobile phone App to connect employers with refugees

Country	Finland
Institution	HBL ("Hufvudstadsbladet", a Finnish, but Swedish-speaking newspaper) in cooperation with Finnish Red Cross and SEK, a marketing and PR firm based in Helsinki
Year of good practice implementation and duration of the best practice	Since 2016, still running
General description of the best practice model/approach:	<ul style="list-style-type: none"> • Main goals: connect Finnish employers with refugees • Target group: enterprises and refugees • Funding: no information about funding found • No contact partner mentioned
Main activities of the best practice model/approach	<p>"Recommend a refugee" is a mobile service, available in English, Finnish and Arabic</p> <ul style="list-style-type: none"> • The app aims to connect Finnish employers with refugees • It is a platform where employers and refugees register themselves and create an account • It only liaises unpaid jobs
Results of the best practice model/approach	<p>The piloting phase in the Finnish city Vantaa showed good connection results after a short while, so the project partners broadened to whole Finland</p> <p>Achievements/impact on target group:</p> <ul style="list-style-type: none"> • Employers have an easy way for finding refugees workers with needed skills <p>Impact of best practice on final beneficiaries:</p> <ul style="list-style-type: none"> • Refugees have the possibility to prove their skills and competences and perhaps to get a paid job at a later stage
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> • Success criteria • Obstacles



Further information can be found at: Web/Social Media/...	https://welcome.hbl.fi/recommend-a-refugee-2/ http://entries.fi/2017/recommend-a-refugee.html http://frankmartinvanrooijen.com/portfolio/recommend-a-refugee/ http://yle.fi/uutiset/osasto/news/recommend a refugee web service for a sylum seekers launches/8677404
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France

Best practice example 1

Country	France
Institution	AFPA
Year of good practice implementation and duration of the best practice	2016
General description of the best practice model/approach:	<p>Main goals: facilitating the professional integration of refugees by providing training and support. It is a training contract, with salary, which must accompany them towards employment. Target group: refugees Funding: Allocation of a State aid This is a training contract signed with a temporary employment company specializing in integration, Humando.</p> <p>For a maximum of eight months, the refugees are on wage-earning status and receive the Smic (minimum salary). On the program: four months of learning French (or less for the most advanced) and "values of the Republic", then, after having developed a professional project, four months of qualifying training and, Work in the company that trained them. After eight months, if all goes well, these young adults should be self-sufficient in both employment and housing. And will free places for new refugees arriving in particular reception and orientation centers.</p> <p>Actors/Team: Companies Refugees Training centre (AFPA) Employment centre (Pole Emploi).</p>
Main activities of the best practice model/approach	<p>This is a complete package for refugees with language training, professional training, housing and job contract.</p>
Results of the best practice model/approach	<p>This is a complete package for refugees with language training, professional training, housing and job contract.</p>



Success criteria or obstacles for the best practice model/approach

- Training
- Language learning
- Housing
- Social support

Further information can be found at:

Web/Social Media/...

http://lentreprise.lexpress.fr/rh-management/formation/nourris-loges-formes-remuneres-des-refugies-sur-le-chemin-de-l-emploi_1847224.html

Best practice example 2

Country

France

Institution

Forum Réfugiés

Year of good practice implementation and duration of the best practice

Ongoing

General description of the best practice model/approach:

ACCELAIR PROGRAMME Main goals: This programme, run by Forum Réfugiés, offers customised support for those looking for accommodation, job and vocational training for newly recognised refugees (in the first year after recognition). Regarding the professional component in particular, the NGO's staff offer support for preparing applications for unemployment allowance, a skill assessment, developing a professional project, the job search, linguistic training and keeping a job. Target group: Refugees Funding: European programme called EQUAL Actors/Team: - Forum Réfugiés

Main activities of the best practice model/approach

Accompanying all refugees

All refugees can benefit from support under the Accelair program. The two conditions of entry are to reside in the Rhône or to be accommodated in a Provisional Accommodation Center (CPH) in Rhône-Alpes, and to have been granted refugee status for less than 1 year.

A department-wide territorialization principle

Accelair has built itself on a principle of territorialization allowing a decentralized reception of the public, while ensuring a unity of services rendered to all. The aim was to improve the networking of the various integration professionals on a common territory. Since 2008, Alfa3A operates in more and more regions.



A partnership project

The Accelair program is primarily a partnership project: it involves both institutional partners (OFII, general council, regional council, decentralized government services, etc.) and partners specialized in the care of refugees (Adoma, Aralis, Alfa 3A, etc.).

A main departmental platform, composed of two monthly technical committees, one dedicated to housing and the other to employment and training, brings together the main partners.

Benefits for refugees that involve integration professionals

Actions under the Accelair program are based on the existing right of access / retention in housing and employment. The particularity of Accelair is to develop specific actions to close the barriers to access to common law measures or to raise awareness among local actors and offer them support for adapting their actions to the refugee public.

Accelair's capital gain

- Faster access of statutory refugees to employment and housing
- An overview of the problems of public integration, through the sharing of certain information concerning households
- An innovative mode of cooperation based on partnership agreements between the actors
- For refugees: the provision of specialized support by trained referents in their problems and to whom the administration entrusted their care

Results of the best practice model/approach

According to the data provided by the NGO, in 2014, some 800 households (around 1200 adults) of 55 nationalities received support, and two thirds of the beneficiaries of the Accelair project received training or got a job. On average, it took 4.9 months to get on a training programme and 8.7 months to get a job.

Success criteria or obstacles for the best practice model/approach

Comprehensive and global approach

Further information can be found at:

<http://www.forumrefugies.org/missions/missions-aupres-des-refugies/programme-d-integration-des-refugies-accelair/principes-et-fonctionnement>

Web/Social Media/...

Best practice example 3

Country

France



Institution

Pole Emploi

**Year of good practice
implementation and duration of
the best practice**

Ongoing

**General description of the best
practice model/approach:**

State aid called Emplois d'avenir (jobs for the future) Main goals: facilitating the professional integration and access to the qualification of unemployed young people, little or no qualified. The employer gets funds from the state to hire people facing social difficulties to access employment. Target group: Young unemployed aged under 26 years of age 16, less than 30 years if they are workers with disabilities (on the day of the signing of the contract):
- without qualification; - or unskilled (level CAP/BEP) and looking for a job for at least 6 months during the last 12 months (possible durations if justified by their training path, their local prospects for access to employment in relation to their qualification or social difficulties).

- With priority access for youth who reside either in the neighborhoods of the priority policy of the city (QPV), either in areas of rural revitalization (Zhang), either in the territories in which these young people particular difficulties of access to employment (employment areas in which the rate of youth unemployment is higher than the average national...). In exceptional cases (after authorization of the DIRECCTE), in these priority areas, the youth level bac + 3 maximum and looking for a job for at least 12 months in the last 18 months (possible shorter notwithstanding).

Funding: Allocation of a State aid amounting to 75% of the gross hourly SMIC in the non-profit sector (CUI - CAE) and of 35% in the market sector (CUI - CIE). For the Jobseeker and the insertion companies (EI): 47% of gross hourly SMIC for the CUI - CIE (75% for the CUI - CAE).

Actors/Team: In the non-profit sector: - Organizations of private law at not-for-profit (associations, foundations, mutual, councils...). - Local authorities (municipalities, departments...) and their groupings. - Other legal persons of public law with the exception of the State (IPTF...). - Private legal persons responsible for the management of a public service.

- In the market sector , for the activities set out by the regional prefect orders available on the site <http://travail->



emploi.gouv.fr/emplois-d-avenir, 2189 /: - Employers affiliated to the unemployment insurance scheme, - Companies listed on the national register of companies largely controlled by the State, public institutions with an industrial and commercial (EPIC) of local authorities, the semi-public companies (SEM) in which these communities have a majority participation,
- Chambers of trades and crafts, chambers of commerce and local industry, chambers of agriculture

Main activities of the best practice model/approach

The employer wishing to receive state aid for hiring a young person with professional and/or difficulties should provide a compulsory training.

Results of the best practice model/approach

The Emploi d'avenir has a proven impact on people facing social and / or professional difficulties, by facilitating their employment by companies. The state aid allows employers to be reassured, while the compulsory training helps the young person to design future projects and to get inserted into the professional life.

Success criteria or obstacles for the best practice model/approach

The employer wishing to receive state aid for hiring a young person with professional and/or difficulties should provide a compulsory training.

Further information can be found at:

Web/Social Media/...

Best practice example 4

Country

FRANCE

Institution

Pole Emploi

Year of good practice implementation and duration of the best practice

ongoing

General description of the best practice model/approach:

State aid called CUI-CAE

Main goals: facilitating the professional insertion of disadvantaged people. The employer gets funds from the state to hire people facing social difficulties to access employment; It should also focus on a job addressing unmet community need. **Target group:**



Unemployed People facing social and professional to access employment.

Funding: State aid, whose amount is determined by the prefecture. Maximum: 95% of the gross hourly SMIC. Actors/Team: Private non-profit organizations (associations, unions, foundations, mutual funds...). (Communes, departments and regions) and regional authorities and their groupings. Legal persons of public law Private legal persons responsible for the management of a public service (HLM companies...).

Main activities of the best practice model/approach

- The employer wishing to receive state aid for hiring an employee with professional and/or difficulties should plan support action for vocational training, during and outside working hours. It should also ensure the validation of the acquired experience necessary for the realization of the professional project of the employee.
- A tutor should be designated within the company to support the employee.
- It should lead to the conclusion of a permanent or fixed-term contract of at least 6 months and of a maximum duration of 24 months.
- The minimum is 20 hours/week, except for employees facing particularly important difficulties.

Results of the best practice model/approach

The CUI/CAE has a proven impact on people facing social and / or professional difficulties, by facilitating their employment by companies. The state aid allows employers to be reassured, while the support action for vocational training helps the employee to design future projects and to get inserted into the professional life.

Success criteria or obstacles for the best practice model/approach.

- State aid
- Tutor designated within the company
- Support for training

What can we learn from it – what does it tell us for our project?

Most of the actions in France related to supported employment contracts and target people facing social and/or professional difficulties to access employment. It can also be accessible for refugees.



Italy

Best practice example 1: "Project Equal Glocal"

Country	Italy
Institution	Project EQUAL GLOCAL – Immigrazione, competenze, sviluppo nei sistemi territoriali (Partnership of Agfol, Veneto Lavoro, ANOLF, AICCRE, Industriali Veneto)
Year of good practice implementation and duration of the best practice	2002-2004
General description of the best practice model/approach:	<p>The main goal is to support enterprises in Veneto region and the integration of their employees of other nationalities and cultures and foster dialogue between the social partners and the key entities at territorial level.</p> <p>This may be broken down into two goals:</p> <p>To prepare and implement research activities concerning aspects of migration and the associated competence flows, in order to identify innovative actions pertaining both to social integration and work organization. Accumulation of knowledge and new innovative approaches.</p> <p>To offer services customized according to the needs of the target groups. Implement training activities on a permanent basis, as well as integration practices aimed at developing professional skills among immigrant workers, already employed in the Veneto companies, by giving added value to personal skills and contributing to the growth of those companies employing immigrant workers. Furthermore, to promote learning strategies aimed at developing managerial competences, useful for re-location and outsourcing processes concerning production and services, possibly in the countries of origin of the immigrant workers. Training for "professionals", i.e. trainers and tutors, thus paving the way for multi-cultural integration.</p> <p>Target group:</p> <p>SMEs, social partners, immigrant workers, managers and other professionals (trainers, tutors).</p> <p>Funding: EU funds, Italian Ministry of Labor and Social Policy, Veneto Region</p> <p>Actors/Team: Local and regional actors (Agfol, Veneto Lavoro, ANOLF, AICCRE, Industriali Veneto)</p>

Main activities of the best practice model/approach

1. Research analyzing Globalization and competence flows, internationalization processes and the re-location of production activities of Veneto companies, Ethnic specialization and product sectors focused on the association between specific ethnic, geographic groups and the various product sector, District governance and integration studying the patterns of integration of the immigrant population with the locals.
2. Information and seminars for the companies operating within the territory, inter-



company workshops, based on the action learning methodology, as well as management and entrepreneurship training sessions for immigrant workers with a high degree of education and working experience. Organizing inter-company workshops for “white-collar” workers and intermediate management functions (both immigrants and locals) willing to understand the economic globalization process. In order to:

→ Encourage the exchange of experiences among participants to acquire professional skills.

→ Promote inter-cultural awareness - best practice in spreading information on habits, religion, rights and duties of the guest community, in the mother tongues of the immigrants (for leaflets and web material) – for migrants/refugees.

→ Train local companies focused on culture and habits of various ethnic groups based in the territory.

3. Preparation and experimentation of diagnosis and training instruments to "trace" the charts of the individual professional progress and favor the integration of those workers who run the risk of being put aside and excluded from the labor market. – to be used by HR managers
4. Development and experimentation of instruments and procedures guaranteeing the updating and upgrading of previously acquired skills and of skills acquired through training schemes of migrants/refugees. The analysis of competences starting from the examination of previously obtained academic titles and professional qualifications, and from the equivalence of their contents obtained by re-classification agreed with the social partners and employment agencies, in order to obtain mutual recognition, also in view of the harmonization at international level.
5. Preparation and experimentation of co-operation strategies between social partners and territorial development stakeholders, aimed at experimenting competence analysis models based on the best practices implemented in a few districts.

The implementation of experimental paths:

- Organization of inter-company workshops involving five groups of ten people each (employees and managerial staff, both immigrants and locals), who will in their turn form work and discussion groups aiming at building a network for the management of information, the exchange of experience and action for gaining a professional character.
- Activities to promote intercultural understanding. This entails fifteen seminars of twelve hours each, in order to favor professional integration by means of a two-way action: one is directed towards the spread, in the various native languages, of information on usages and customs, religions of the host society, rights and duties



of immigrants, by using the information channels deemed to be the most effective (leaflets, web material etc.); the other set of actions aims at promoting the knowledge of cultures and typical behaviors of the various ethnic groups operating within the territory, among the companies and the general public – information for both migrants and managers.

- Proposal of job qualification activities aimed at updating and re-qualifying the immigrants based on the specific features of the production sector, on the companies' requirements and on the use of new technologies. These activities amount to 30 schemes of 40 hours each, for five people per company, to be implemented mainly in the marble and tanning enterprises of Verona and Vicenza.
- Management training to provide trainees with strategies for personal career taking within a company or self-entrepreneurship prospects. These activities amount to 5 schemes of 80 hours each, for ten people per intervention.

The four paths share a proposal of activities for training the trainers and the corporate tutors, in order to prepare them to the implementation of support activities for individual development.

Training for trainers – abstract

1. Training for methodology per action learning
2. Learning Region: what it is and why to engage work policy programs.
3. Global business and cross-cultural management
4. Diversity management
5. Corporate social responsibility
6. Immigration: data, research findings and related issues

- Methods used

The multi-dimensional learning approach.



Resources needed/used: Researchers, Trainers, adequate venue

Knowledge and/or competences of staff needed for implementing this

model/approach: Deep knowledge of labor market, migration flows, interculturality,



culture, habits and religion of refugees' country of origin, ...

Results of the best practice model/approach

- **Achievements/impact**
- **Successful outcomes have been identified for the target group** (*could also include testimonials from participants*)
- **Impact of best practice on final beneficiaries – refugees/disadvantaged groups?**

Success criteria or obstacles for the best practice model/approach

- **Success criteria**
- **Obstacles**

Further information can be found at:

<http://88.42.224.19/glocal/mainpage.asp>

<http://88.42.224.19/glocal/scaffale/agfol/Formazione%20Aziendale%20Equal%20GLOCAL.pdf>

Web/Social Media/...

(in Italian)

Best practice example 2: “Tandem”

Country

Italy

Institution

Published by CNA Impresa sensibile – within Community project Equal – Pane e Denti, applied in small enterprise of 14 employees in Ravenna, doing business in the field of thermal hydraulics.

External tutor: Ecipar

Year of good practice implementation and duration of the best practice

2007 (precise year unknown)

General description of the best practice model/approach:

- **Main goals:**

Through Mentoring, transfer of knowledge and competencies (even tacit) from experienced workers to new-comers, valorization of their capacity, integration of disadvantaged new employees, and prevent their marginalization.

Through external Tutoring, transfer of competencies, methods and tools to company's management, HR, internal training experts and staff etc. to enhance the integration and training of disadvantaged workers.



- Target group

Recipients of the program's benefits are SMEs, management, HR specialist, internal trainers etc. who learn new methods and tools promoting integration of disadvantaged new employees, facilitating their training and diversity management in whole company.

Secondly disadvantaged workers (e.g. young people without experience, migrants, and people in requalification etc.) benefit strongly from the program as it supports their integration in the work place, socialization, learning, and prevents their marginalization.

- Funding

(unknown)

- Actors/Team

Realization team: External Tutor, Company owner/director, Internal Tutor, Internal Mentor and Newcomer/Newly hired (junior worker/migrant/other disadvantaged worker or small group of them).

Main activities of the best practice model/approach

- Activities

The method is based on on-the-job training and adopts the approaches of learning by doing, mentoring and tutoring.

Firstly, each employee is provided with a dossier which contains relevant information about the training paths and the evaluation of the learning progress and skills acquired, according to the checklist previously designed by company's management.

The training comprises theoretical training and on-the-job training. The theoretical knowledge is acquired by reading manuals and watching instruction videos.

Then (disadvantaged) Newcomer works side-by-side with Internal Mentor (an internal expert/experienced staff that possesses specific knowledge and competencies that should be transferred to the New employee. During the period of accompanied work, hard skills related to the job, soft and tacit skills are transfers to the newly hired. In this way, Newcomer learns "how to live in the company" and "how to perform well". Through accompanied work Newcomers easily adopt organizational culture and specific internal "ways of doing". The method foresees development of interpersonal relationship between Mentor and Newcomer. This non-formal dimension of the training fosters the newcomer's inclusion at the work place.

The process is followed and monitored by Internal Tutor who takes the role of mediator and facilitator of communication between Mentor and



Newcomer. Planning of training activities according to the company's and newcomer's needs is also within the Internal Tutor's scope.

External Tutor (an external expert on training, integration and diversity management) provides comprehensive support to the company's management, HR department and Internal Tutor in the process of analyzing company's needs and resources, Newcomer's capacity and needs and plays a key role in planning of the training and integration. External Tutor is also responsible for mediation of relations between Internal Tutor and Mentor, transfers his knowledge and provides Internal Tutor with integration and training tools and methods. The learning process of Internal Tutor and Mentor is supported by External Tutor's feedback based on continuous monitoring and evaluation.

- Methods used

Tandem methodology

The method is based on on-the-job training and adopts the approaches of learning by doing, mentoring and tutoring.

Tandem is a model of on-the-job training which was designed to facilitate communication and the process of transmission and exchange of knowledge, skills and competencies. It is also designed to promote efficient and smooth integration of new employees to the work place while paying attention to the element of diversity management.

Tandem training and integration program is built on following phases:

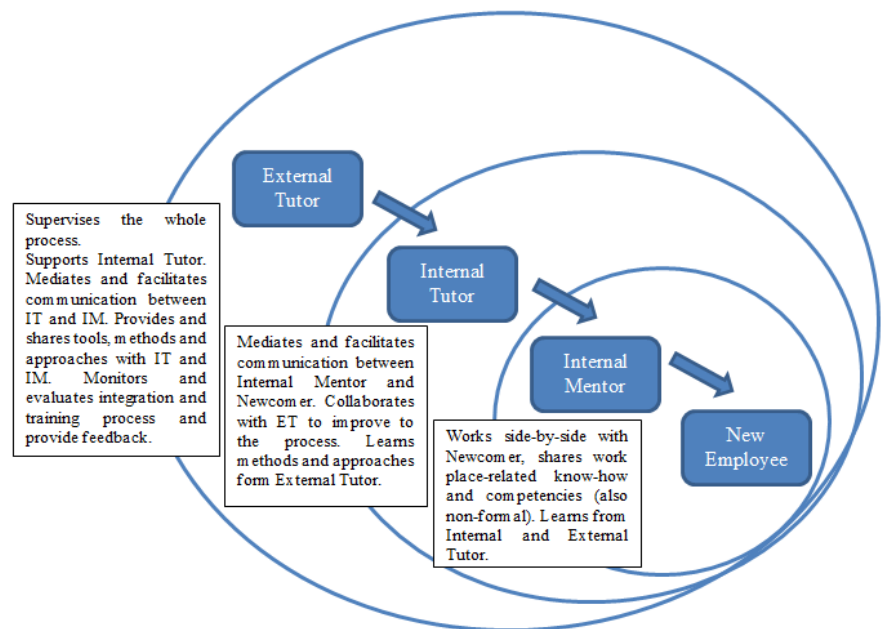
1. Analysis
 - Analysis of company's context and needs conducted by External Tutor who will subsequently propose tailored version of Tandem model.
 - Identifying recipients of the program – Internal Mentor and one or more Newcomers.
 - Identifying and engaging Internal Tutor (internal HR specialist/manager, T&D specialist and the like).
 - Analysis of the Newcomer's capacities and needs – identification of the gap.
 - Analysis of the Internal Mentor's capacity (e.g. his/her didactical skills).
2. Planning
 - External Tutor, in collaboration with company's management, Internal Tutor and Mentor, creates a customized plan of accompanied/side-by-side work in order to ensure effective integration and transition of competencies.
3. Management



- During the process of accompanied work (Internal Mentor and Newcomer) Internal Tutor is responsible for process management and communication facilitating. The progress is continuously monitored by External Tutor.
- During the whole process, External Tutor supports both Internal Tutor and Internal Mentor in the management of training and integration process, and provides them with methods, tool and feedback.

4. Monitoring and Evaluation

- External Tutor provides the Internal Tutor and Mentor with data emerged during the evaluation of the integration and training progress.
- Evaluation of Internal Tutor's and Mentor's performance and providing feedback.
- Evaluation of the Newcomers learning achievements and his/her level of integration.
- Transfer of competencies relevant to the job, integration and diversity management.



- Resources needed/used

External Tutor - external expert on training, integration and diversity management who is responsible for mediation of internal relations, monitoring, evaluation and continuous support for Internal Tutor and



Mentor. External Tutor is supposed to have solid methodological, analytical and evaluation competencies.

- Knowledge and/or competences of staff needed for implementing this model/approach

Internal Tutor (role of mediator and facilitator) must be recognized as training/HR authority at the organizational level.

Internal Mentor is an internal expert/experienced staff that possesses specific knowledge and competencies that should be transferred to the New employee (hard skill, soft or tacit skills etc.). The role of Internal Mentor is to facilitate the cooperation within the company, the transition of knowledge and competencies between senior worker and newcomer that are at the risk of marginalization.

Results of the best practice model/approach

- Achievements/impact

Direct impact on involved disadvantaged workers and to Internal Mentor/Tutor. The company's management of human resources can be improved by applying tandem methodology in further integrations processes and engaging other experienced workers as Mentors.

The presence of the External Tutor emphasized the value of the formal recognition of competencies acquired by Newcomers who were provided with "internal certificate" acknowledging their capacity to work independently.

- Successful outcomes have been identified for the target group (could also include testimonials from participants)

Internal Mentor has strengthened his ability of transferring competencies and as well consolidated his role of company trainer. Moreover, he benefited from External Tutor's feedback and reflected on his possibilities to transfer other tacit competencies, learnt new methodologies for HR management.

- Impact of best practice on final beneficiaries – refugees/disadvantaged groups?

Integration of disadvantaged workers, transfer of knowledge and tacit competencies. Preventing marginalization, effective on-the-job training covering organizational culture. Transfer of non-formal knowledge such as "how we do it in the company", "how we live in the company".



Success criteria or obstacles for the best practice model/approach

• Obstacles

“Weak point” of the practice is that the owner took the role of Internal Tutor as well as Internal Mentor. This is justified by the small size of the business but may distort final impact of the program. In future, the owner is suggested to stay with the role of Internal Tutor while delegating the role of Mentor to one of the company’s senior staff.

Further information can be found at: <http://www.impresasensibile.cna.it/DiversityManagement.pdf>

Web/Social Media/...

Best practice example 3 “Clarity”

Country

Italy

Institution

7 Partners: CESIE (IT), Point Europa (UK), Volkshilfe Steiermark (AT), Pistes-Solidaires (FR), INIT Developments (DE), TREBAG (HU), Soros Educational Center Foundaton (RO)

Year of good practice implementation and duration of the best practice

2009-2011

General description of the best practice model/approach:

CLARITY - Train the Trainers Handbook

• Main goals:

Main goal: To provide comprehensive guideline to train migrant trainers who will become trainers of other newly arrived migrant workers.

The Clarity project is based on a real employment situation. The UK employer (promoter of this project) discovered that some migrant workers, who had recently arrived in the country, had no effective English – but were attending legally-obligatory workplace training in that language. This means that the workers couldn’t be trained effectively as they didn’t understand. This had negative consequences at the work place creating risks and dangers to themselves, their colleagues and public, because they cannot fully understand the instructions and guidelines they are given. There was a huge risk for the employer employing workers without proper training as well.



The core idea of Clarity is to deliver the initial basic training in migrants' language to ensure clear understanding of workplace and safety & health measures, hygiene etc. Meanwhile teaching the host-country language remains vital for reasons of integration, professional development and efficient working.

Clarity assumes that the people who are best able to provide migrant-language training are other migrants. Migrants from the same language group have full understanding of the language and other important capacity: they are aware of the cultural/educational/social differences between their home country and their new host country.

More experienced migrants who can play the role of trainers for newly arrived migrants need adequate training and support at the first place. The Clarity Material was developed to equip people with a migrant background with the necessary skills, knowledge and competences to be able to provide basic training at workplaces for workers who do not speak the language of the host country and whose perceptions about different aspects related to work and work safety might differ from those who are natives.

- Target group

Clarity project and handbook is aimed primarily at those training organisations that provide workplace-focused training.

Some larger employers may have the resources to use Clarity material directly inside their own organisations.

The Handbook is also dedicated to Migrant Trainers who had already completed the Clarity course but might need some extra ideas or resources for making courses at new fields.

- Funding

Funded by the European Commission – DG Education and Culture, Leonardo da Vinci Programme

- Actors/Team
- Clarity Trainer how will train more experienced migrant (who speaks the language of host-country).
- Worker with migration background who will become Migrant Trainer of newly arrived immigrants/refugees – to be trained by Clarity Trainer.
- Employees with poor knowledge of host-country language – to be trained at their work place.



Main activities of the best practice model/approach

Activities

The handbook suggests diverse activities – session plans dealing with various topics:

The Session will be held by Clarity Trainer – learners are future Migrant Trainers.

Session for intercultural awareness (facts and data about the multicultural situation in the host country, Host country analysis, Intercultural communication, Different perception).

Session for translation and transformation (Information gathering, Translation and vocabulary work, Material development and Cross-cultural comparisons, Signposting and further opportunities, Practice delivery and fine-tuning, Visit the teaching location)

Pedagogical training (Teaching methods and techniques, Enriching material, Classroom management, Mapping prior learning experiences.

All session plans involve list of competencies to be acquired by learner (future Migrant Trainers).

Further suggested activities:

Hierarchy Ladder

Aims: Finding out about the different ways of how hierarchy occurs/ is seen at workplaces in different countries.

Interpret my Gestures

Aims: Raising awareness of the fact that gestures and body languages as well as many other non-verbal communication forms might have different interpretations according to the cultural preconceptions.

Enbridge Communication Gaps

Aims: Being aware of the difficulties of cross-cultural verbal communication. Finding alternative ways to express thoughts.

Letter

Aims: Considering potential use and users of the „train the trainer” knowledge.

Question grids

Aims: To map the venue in terms of employer

Legislation for Working

Aims: Finding out about the legal basis for work safety and the regulations of a given sector in the country

Project: External agencies

Aims: Finding out how support agencies for migrants and minorities could support the learning by the workers

Making summaries

Aims: To develop the skill to summarise longer text with highlighting



key points

Brainstorming: risks

Aims: To identify risks in the relevant sectors, use brainstorming

Visualize teaching methods

Aims: Identifying and analysing teaching methods. Visualizing as categorization

Empower your power point

Aims: Using the rich possibilities the power point offers. Making slideshows more appealing by applying effects, animation etc.

Enrich material

Aims: Adding visual and verbal aids to already existing training material to make it more attention-provoking

Setting of the classroom

Aims: Envisaging possible settings of the venue of the training.

Testing knowledge

Aims: Testing how much trainees understood the lesson

Methods used

Handbook is a comprehensive guide to creating a Clarity training course including background and basic concepts, training resources (sessions), action plan and description of real cases.

The training for trainers of future Migrant Trainers is divided into three steps:

IDENTIFICATION of the fundamental competences required for being a trainer. Mapping previous knowledge and experience according to the competence requirements.

EXPLANATION of the opportunities and limitations of the accreditation of previous learning experiences, both formal and informal.

GUIDANCE on identifying further training needs and support in finding job where newly developed skills may be applied.

Fundamental activity: Identification of Prior Learning

The basic premise is that individuals migrating or settling from different cultural backgrounds bring with them a wealth of experiences through their previous formal and non-formal learning encounters. Identification of prior learning aims to define the acquired knowledge in terms of learning outcomes with a highlight on competences and to provide an entry tool to map one's previous experiences (formal and informal)

Action plan for organizations

The action plan gives the steps that a Clarity programme will



normally take, in order to create a new resource (trainers and training material) in the target language and specific training. The action plan describes the line one has to follow to acquire the relevant competences. The competences are embedded in these actions and are defined in each phase.

Moreover, the Clarity Handbook includes an example letter to employers of migrant workers providing a basic introduction to the concept and exciting their interest to allow for the first meeting, Model letter to recruit candidates, Check list for training events

Resources needed/used

A PC and Internet access will be needed for each participant, for most sessions, together with the usual materials (paper/pens etc).

Knowledge and/or competences of staff needed for implementing this model/approach

The learners who attend this training must be migrants who speak fluently the language of their home country and have a very high level of language use of the host country. Their profile will be mapped in the recruiting period, matched to the required list of competences and where necessary further training will be provided to them either by internal training of the given training centre or by external organizations.

The Clarity trainer needs to have special knowledge, skills and competences to be able to apply the material to the given learning environment.

Results of the best practice model/approach

Achievements/impact

Learning outcomes – main areas of competencies - that a trainee Migrant Trainer has to obtain by the end of the course:

Intercultural competences. An understanding of the two cultures (migrant origin and host country) and the ability to recognize discuss and work with differences.

Translation and transformation competences. The ability to take a specific short training curriculum, in the host country language, and transform it into material suitable for migrant workers.

Pedagogical competences. The trainees will need have, or acquire, a reasonable base level of ability as teachers.

Successful outcomes have been identified for the target group (could also include testimonials from participants)

Impact on “Mango tree” - a fast food Vietnamese restaurant (France)
After implementation of the Clarity model, the restaurant chain is able to apply the quality Asia label, certifying food hygiene and safety



in their restaurant - their operational mode and their image is clear in customers' eyes and mind. Thanks to the skills they acquired and the constant improvement of their operational mode, one of these restaurants is participating in a contest to win the prize for "best shop design" in Marseille.

Impact on the Astalli Centre - a reception centre for migrants and asylum seekers in Palermo (Italy)

The most appreciated aspects of Clarity, as told by the beneficiaries were the use of the French language and the integration of different languages (verbal and non) / Non formal education / Flexibility and adaptation to context and target / Learning-improving basic ICT skills / Creation of working methods / Raising one self's consciousness - dignity - capacity - confidence / Reciprocity - symmetric - "horizontal" relations / Limited number of participants → possibility to meet personal needs / Interest in this kind of projects → link to Europe.

Impact on Point Europa (UK)

Point Europa identified a number of companies that wanted the Food Safety course delivered to their staff. The new Migrant Trainers planned and prepared their sessions and delivered the training to groups of workers. This training was also fully accredited, so the trainees received UK-government recognised certificates. 5 migrant trainers are now fully accredited as professional trainers; a large number of workers in food factories have received fully accredited training; the project has created a completely new VET training resource and delivered it in workplaces. The opportunities for replication and exploitation of the material are very strong. Further companies are in discussion with Point Europa on provision of the training in their factories, and a separate strand has already started, to deliver the same training but in Lithuanian.

Impact of best practice on final beneficiaries - refugees/disadvantaged groups?

The employers benefit: Migrant staff have a greater understanding of their workplace and its needs; the risk of incidents is reduced

The workers themselves benefit: They have a better understanding of their workplace; they are better able to work with colleagues; they see that their needs are taken seriously by their employer, who has invested time and effort in providing the training that they need.

Work colleagues benefit: They see improved understanding with their migrant colleagues; they know that basic training is functional, not imaginary, and that risks at work are reduced.



The users and clients of the organisation benefit: The migrant workers are better able to do their jobs, and risks of mistakes are reduced.

Success criteria or obstacles for the best practice model/approach	Success criteria Obstacles
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Further information can be found at:	http://cesie.org/en/in-action/formazione-professionale/clarity-manuale/
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Web/Social Media/...



Sweden

Best practice example 1: Trainings to assist companies in hiring people with migrant background

Country	Sweden
Institution	Mitt liv ("My life"), a Swedish social enterprise
Year of good practice implementation and duration of the best practice	Since 2008, still running
General description of the best practice model/approach:	<ul style="list-style-type: none"> • Main goals: the vision is to create an inclusive society and a labor market that values diversity • Target group: enterprises and job seekers, especially skilled workers, with foreign background • Funding: since 2009 no funding, because mitt liv wants to be long-living and therefore independent from funding • responsible for communication and PR: Sylvia Rezania
Main activities of the best practice model/approach	<p>Mitt liv supports enterprises and organisations hiring people with migrant backgrounds by:</p> <ul style="list-style-type: none"> • Matching organisations and employees due to their skills • monitoring the recruitment, • offering trainings, workshops due to the needs of the enterprises • network meetings to share experiences • also offers a nine-month-mentoring for job seekers with foreign background
Results of the best practice model/approach	<p>Achievements/impact on target group:</p> <ul style="list-style-type: none"> • to have a greater understanding of how the organization can work strategically with diversity issues • awareness for diversity, responsibility for society and for the special needs of the recruitment processes • "As a state-owned company, we will be an example and reflect the society we operate in." (Kerstin Lindberg Göransson, President, University House) • "We want to broaden the diversity work at Vattenfall including the employees can participate actively with their commitment." (Dag Svensson, Vice President Human Resources, Region Nordic)



	<ul style="list-style-type: none"> • "Diversity glasses gives us more attractive and more business opportunities." (Birgitta Bengtsson, Chairman, Danske Bank) • "It is crucial that we work together towards an open society that values diversity. We believe that mitt liv contribute to such a development, and that we can learn from their experience and knowledge." (Lennart Jacobsen, Head of Nordea Sweden) <p>Impact of best practice on final beneficiaries:</p> <ul style="list-style-type: none"> • the enterprises are more willing to hire staff with foreign origin • the enterprises and their staff have a greater awareness of cultural diversity and prejudices are reduced • a better understanding of intercultural management
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> • Success criteria • Obstacles
Further information can be found at: Web/Social Media/...	http://www.mittliv.com

Best practice example 2: Campaign targeting employers to reflect their hiring attitudes towards people with disabilities

Country	Sweden
Institution	Swedish Public Employment Service
Year of good practice implementation and duration of the best practice	2012
General description of the best practice model/approach:	<ul style="list-style-type: none"> • Main goals: a Swedish campaign was launched urging employers to focus on the skills, capabilities and possibilities of persons with disabilities rather than on their limitations • to inform employers, persons with disabilities and others involved in the support of persons with reduced working capacity • Target group: employers • Funding: no information found



	<ul style="list-style-type: none"> No contact person found
Main activities of the best practice model/approach	<p>The campaign “se kraften och kompetensen” (English “See potentials”) of the Swedish Public Employment Service</p> <ul style="list-style-type: none"> addresses directly employers with questions and a four step challenge the questions prompt the employers to think about their hiring activity and attitude the four step challenge gives advice how to act better and give information, where the employers could find support the campaign offers also a label/badge for enterprises that employ people with disabilities
Results of the best practice model/approach	<p>Achievements/impact on target group:</p> <ul style="list-style-type: none"> no English information found, but it seems that the campaign is still running in some Swedish cities, e.g. Linköping and Stockholm (see further information) <p>Impact of best practice on final beneficiaries:</p> <ul style="list-style-type: none"> No information found
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> Success criteria Obstacles
<p>Further information can be found at:</p> <p>Web/Social Media/...</p>	<p>https://www.aspa.fi/sites/default/files/Decent Work book net ENG.pdf, p. 25-29 → an English summary</p> <p>http://www.mfd.se/globalassets/dokument/publikationer/2012/a-2012-6-se-kraften-och-kompetensen.pdf</p> <p>http://www.linkoping.se/contentassets/275a1449b89f46c6be49c605dc405387/se-kraften_chef.pdf</p> <p>http://www.kungahuset.se/kungafamiljen/aktuellahandelser/aktuellt/prinscarlphilipvidkonferensensekraften.5.73a5feee15af50049ff1972.html</p> <p>http://www.kungahuset.se/kungafamiljen/hkhprinscarlphilip/tal/prinscarlphiliptal/hkhprinscarlphilipstalvidsekraftenstockholmmandagenden24april2017.5.73a5feee15af50049ff195a.html</p>



Switzerland

Best practice example

Country	Switzerland
Institution	gaw – Gesellschaft für Arbeit und Wohnen
Year of good practice implementation and duration of the best practice	on-going
General description of the best practice model/approach:	The <i>integration support (Integrationsberatung)</i> affects not migrants or refugees but people with mental health problems. Nevertheless we can learn from the program because it aims to integrate a disadvantaged group into the labor market by supporting the employers.
Main activities of the best practice model/approach	<p>The service consists of the following measures:</p> <ul style="list-style-type: none"> • Providing information about the challenges of mentally handicapped individuals and the respective consequences. • Analysis of work tasks and the company related working system • Identification of potential conflict or problem situations • Production of an integration plan • Production of an strength-weakness profile of the company
Results of the best practice model/approach	<ul style="list-style-type: none"> • Convergence between company and individual, more effective communication
Success criteria or obstacles for the best practice model/approach	<ul style="list-style-type: none"> • Obstacle: Companies have to pay for the service • Success criteria: compliance with the integration plan, increased performance of the employees, employees are regaining mental strength
Further information can be found at: Web/Social Media/...	http://www.gaw.ch/dateien/Flyer_Integrationsberatung.pdf http://www.gaw.ch/Integrationsberatung-f%C3%BCr-Unternehmen.html



Turkey

Best practice example

Country	<ul style="list-style-type: none"> Turkey
Institution	<ul style="list-style-type: none"> Chamber of Commerce Gaziantep/Turkey
Year of good practice implementation and duration of the best practice	<ul style="list-style-type: none"> January 2016, running
General description of the best practice model/approach:	<ul style="list-style-type: none"> Goal: To improve the integration processes for refugees in the interests of both economic efficiency and social cohesion. Enterprises are operating in an increasingly diverse environment. Immigrant men and women are making a positive contribution to economic development of a region/country. Both parties, business owners/managers and refugees must adopt to a positive approach to cultural diversity and with this, to enhance integration by maximizing production and economy. Target group: Employers and refugees Funding: Contact: Chamber of Commerce, Turkey
Main activities of the best practice model/approach	<ul style="list-style-type: none"> The Turkish government decided to grant refugees increased access to the Turkish labour market. To inform and convince business operations about the importance of hiring refugees. Employment of refugees is a key aspect to achieve this goal.
Results of the best practice model/approach	<ul style="list-style-type: none"> Business people in Gaziantep are aware of the fact, increasing tension in the city can destroy economic growth and because of this they are open for hiring refugees. Refugees contribute to economic growth because of their involvement in production as well as consumption. According to the people of Gaziantep "The insurance of the city is the industry" The number of Syrian companies registered with the Gaziantep Chamber of Commerce has almost quadrupled from 60 to 209.



**Success criteria or
obstacles for the best
practice
model/approach**

- **Success criteria:**
To convince business people, providing a strong labour force is helping to secure and even grow economy. Therefore, providing jobs for refugees is important and it will help achieving this goal and avoid social conflicts.
- **Obstacles:** People in business, having an extraordinary aversion to foreign workers in general (mainly in terms of their culture or religion).

**Further information can
be found at:**

- www.atonet.org.tr