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REST

Refugees Employment Support and Training

30-CE-0837679/00-89

**Transnational research report:
Barriers and best practice examples of
labour market integration of refugees
in Europe**



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1. Introduction

“Refugee Employment, Support and Training” (REST) is a two-year-project, led by Landkreis Kassel (Germany) in consortium with eight more partners from Austria (die Berater GmbH, Syrian Forum), Bulgaria (CATRO), Germany (blinc e.G., BUPNET GmbH), Greece (4Elements), Italy (CESIE) and France (ADICE), funded by the Asylum, Migration and Integration Fund (AMIF) of the European Union. The consortium is composed of a multi-actor partnership of countries with different experience in refugee management and integration: very affected countries that received most refugees (“entrance countries” – Greece and Italy), countries where most refugees claim asylum (“target countries” – Germany and Austria), a country like France that has large experience with migration and a transit country like Bulgaria. Along the diversity of experiencing the phenomenon, the consortium relies on diverse and rich expertise of the partners: a regional authority (Landkreis Kassel, Germany), being responsible for more than 1.000 refugees and at the same time for the economical development and capacity building in its region; two labour market agencies, vocational and adult education providers (die Berater, Austria, BUPNET GmbH, Germany); NGOs from the greatest refugee EU arrival countries (CESIE, Italy; 4Elements, Greece; ADICE, France) that have long experience with the integration of refugees and are founders of regional networks including regional employers and VET agencies; a HR consultant with expert knowledge about employers’ needs (Catro, Bulgaria); a European network working in the field of validation of informal and non-formal learning (blinc eG) and the Syrian Forum (Austria), a large charity for relief, education, social integration and labour market access for refugees from Syria that ensures that refugees’ needs and perspectives are fully taken into account and adequately addressed.

The project aims to establish a comprehensive support system for small and medium size enterprises’ (SME) employees, human resources managers, in-company trainers and supervisors when it comes to the employment, insertion and in-house training of refugees. Thus, the activities are planned to be implemented on local level and make difference on interpersonal level. National and regional solutions may provide financial, legal and administrative structural support; however, they do not influence much the situation on local and interpersonal level where real integration takes place. Steps in that direction aim to address the demographic and labour market challenges (ageing workforce, shortages of skilled and lows-skilled professionals, etc.) that most of the countries in Europe face. However, due to refugees’ unclear legal and professional situation, many employers are hesitant to hire and employ refugees. Through its comprehensive training and



support system REST intends to answer exactly to the needs of the enterprises that have already hired and/or are willing to employ refugees. The aim is to enhance staff managers' competences to successfully interact with refugees.

REST has three main phases - stocktaking phase, development phase and implementation phase. The first one - the stocktaking phase consists of a desk research, a survey and interviews. This phase aims to explore and analyse the barriers enterprises face in their attempts to employ refugees, along with identifying best practice examples and successful measures that already exist in the partner and other European countries.

In the report "refugees" is used as a generic term, referring to asylum seekers, who are still in procedure, as well as to beneficiaries of international protection, who have received statuses in the respective countries.

2. Methodology

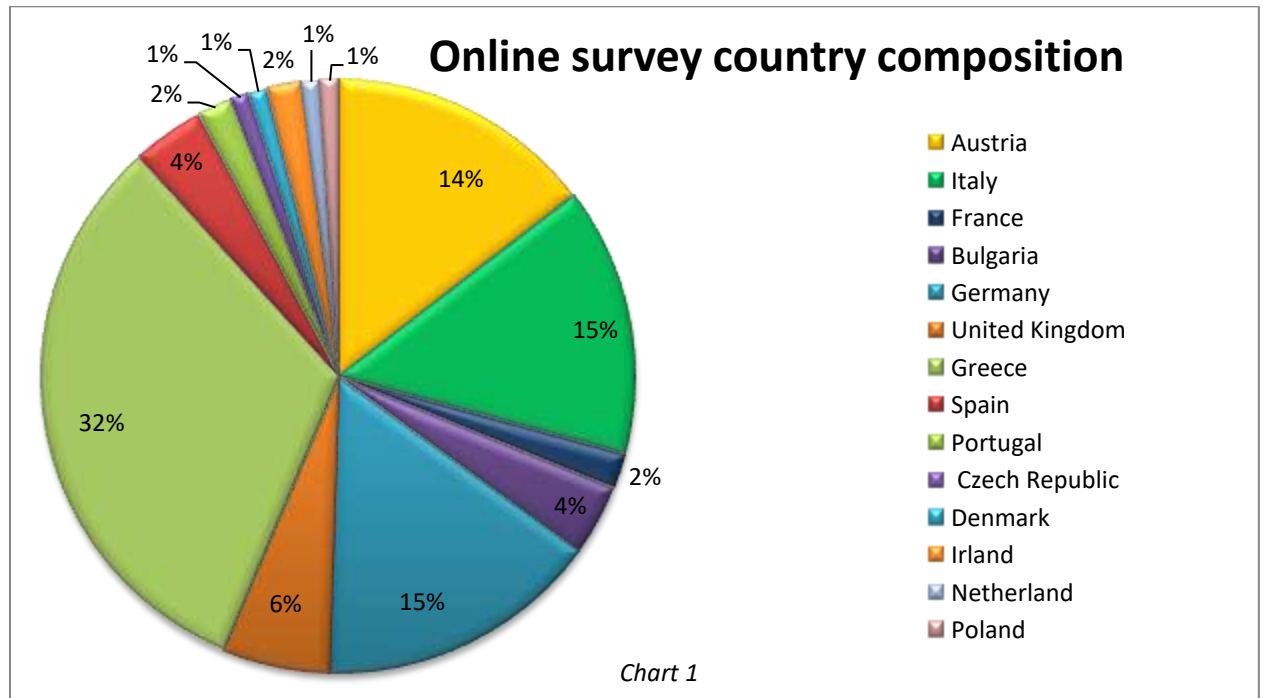
This needs analysis and best practice report is combining quantitative and qualitative methods of data collection and analysis. Research subject are the barriers to employment and integration of refugees in the European Labour Market as well as potential support measures which could be offered to employers.

Three main sources of information have been used:

- **Desk research and best practice analysis in the 6 partner countries** (Austria, Bulgaria, France, Germany, Greece, and Italy) and **4 other countries** (Finland, Sweden, Switzerland and Turkey). 25 best practice examples for employment and integration of refugees/immigrants have been collected and presented in the Annex 1 and Annex 2 of this report. Highlights and their specific impact on the set-up of the REST system has been analysed in the part Findings.
- **Online survey on the barriers to refugees' integration and existing training and support needs of enterprises** has been distributed to targeted enterprises and organizations in the 6 partner countries and gathered around 120 responses. Although this is below the planned number of respondents, it provided very useful data on the attitudes and perceptions of the employers towards hiring refugees in an anonymous way. This was a good basis for further detail analysis of the discovered trends in the interview phase. As it is common practice for the European projects, the survey has been sent to the international networks of the project partners, so that it reached out to countries beyond the partnership



such as Spain, Portugal, Czech Republic, Poland, Denmark, Ireland and Netherlands. However the responses from each of those countries are negligible figures (each 1% of the total), and since we do not have further sources of information about these countries such as qualitative interviews or best practice research, they won't be considered in the thorough analysis in the next part of the report.



- **Qualitative semi-structured interviews** with enterprises on the one hand and with researchers/policy makers/experts working in the area of integration of refugees on the other hand. Altogether 29 interviews have been conducted in the 6 partner countries, which will not be attached to the report for reasons of confidentiality. Nevertheless, all important highlights will be integrated in the section Findings of the report.

Using the mixed approach of qualitative and quantitative methods brings several advantages for the analysis of the main research objectives of the report, such as:

- It enables the research team to tackle the main questions on barriers to employment and integration of refugees and training and support needs of enterprises from different perspectives, and to go in different depth regarding specific attitudes and behaviours;
- It allows the research team to verify and support the results relative to the same phenomenon with different methods and to ameliorate internal and external validity.



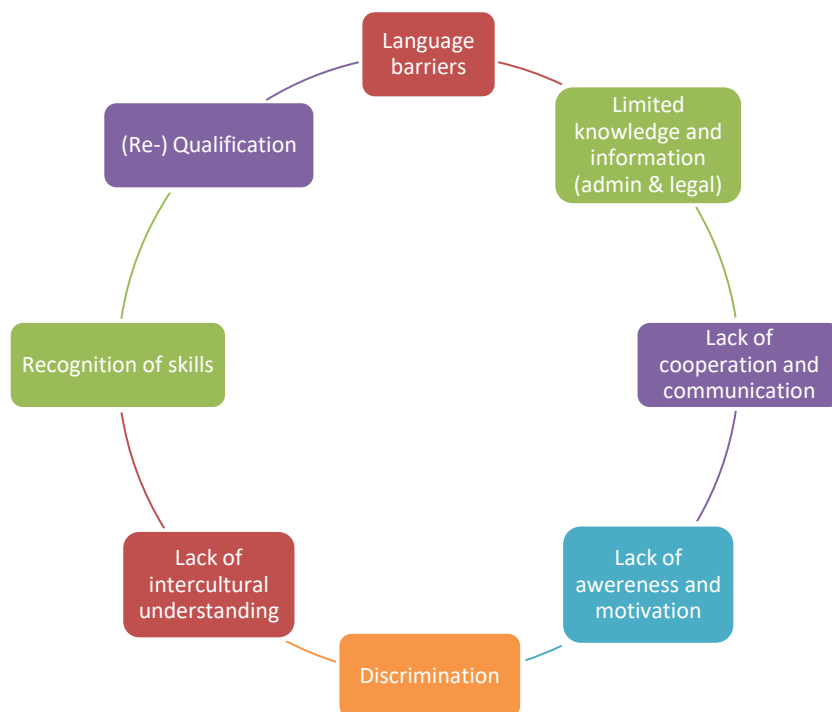
3. Findings of the stocktaking phase

The findings of the stocktaking phase are elaborated in two main areas – barriers to refugee employment and training, coaching and other support needs of EU enterprises and organizations. The analysis includes data, evidences and quotes from all the three parts of the research – desk research of best practice examples, survey and interviews. Some best practice examples are integrated in the text, others are presented in small coloured boxes as excurses and all are listed in the end of the report. The interviews' analysis is illustrated with further (counter-)arguments from the online survey results.

3.1. Barriers to refugee employment

Eight main barriers to refugee employment are identified in the stocktaking phase of the project in the following areas: language barriers, limited access to knowledge and information (both administrative and legal aspects), lack of cooperation and communication among all actors in the employment process involved, lack of awareness and motivation among the employers, discrimination during the process of employment (towards refugee integration in general), lack of intercultural understanding, recognition of skills, and (re-)qualification. All these barriers are mentioned in more than two countries of the study, they are mutually influencing and depending to each other. They explain the complexity of the refugees' employment process and why additional support and training is needed to facilitated both employers and potential employees.

In *Graph 1* below the barriers are presented in the form of a circle to illustrate that they are interlinked, all important, though each of them having different impact and intensity in the partner countries. In the following part each one of them will be analysed with examples from the partner countries involved in the research.



Graph 1: Barriers to refugee employment

It is important to note that all the practices that are elaborated are deeply rooted in the national context of the respective country. The refugees' labour market integration processes are influenced through various factors. On one hand, for example, in Germany the labour market integration process is highly supported by funding schemes of the government. On the other hand, there are countries like Greece, with on-going difficult economic situation, where huge parts of the population are confronted with difficulties, discrimination and inequality. There, specific groups such as women, long-term unemployed, repatriates and particularly refugees and migrants require a more comprehensive integration approach. Similar is the situation in France, where state and employment services support employment measures, do not target refugees separately, but more generally disadvantaged people facing difficulties accessing employment. Beside that there are independent initiatives specifically targeting refugees. But those are still experimental and not widely available in France.

A completely different context and approach has Sweden with a developed system that cares for refugees. The country neither has refugee camps, where migrants have to wait, nor does it include them in social support systems. Instead, as soon as their residence status is settled, the Swedish national public employment service is responsible for helping the refugee building up their life. That means that every adult refugee has to participate in work integration programmes,



regardless if he/she came alone or with family members. Furthermore, the Swedish integration programme is working parallel on two aspects: refugees participate in language courses and look for jobs at the same time, instead of doing that step by step. They are also supported by the national public employment service, so this programme saves time, matching refugees with suitable workplaces.

Having these diverse experiences coming from different European countries, the next two charts show how representatives from EU enterprises responded in the survey to what major challenges they anticipate in employing refugees and whether they have employed refugees so far.

Chart 2 outlines potential challenges faced by EU enterprises in employing refugees. In this question participants had to rate each of the eleven offered challenges on a 1-to-4 response scale, due to their relevance. The diagram provides data for comparing means of the highest evaluated possible challenges, included as an option in this question. From data collected and diagram provided we can conclude that the most common challenge in EU enterprises is language barriers followed by legal uncertainty.

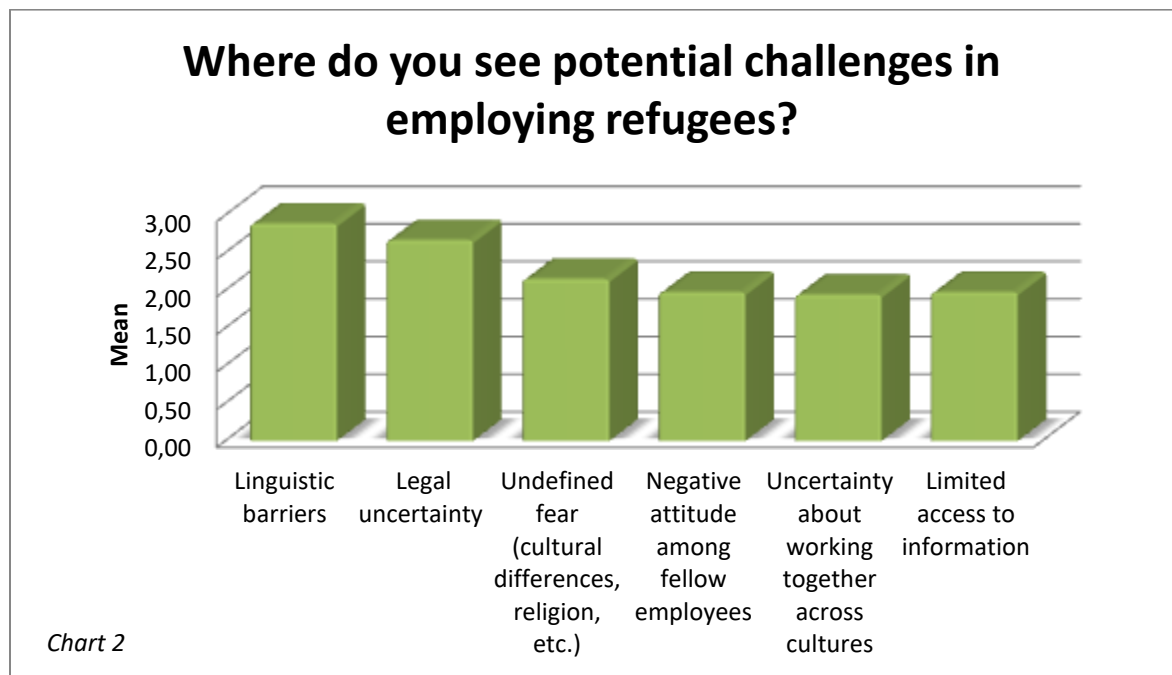
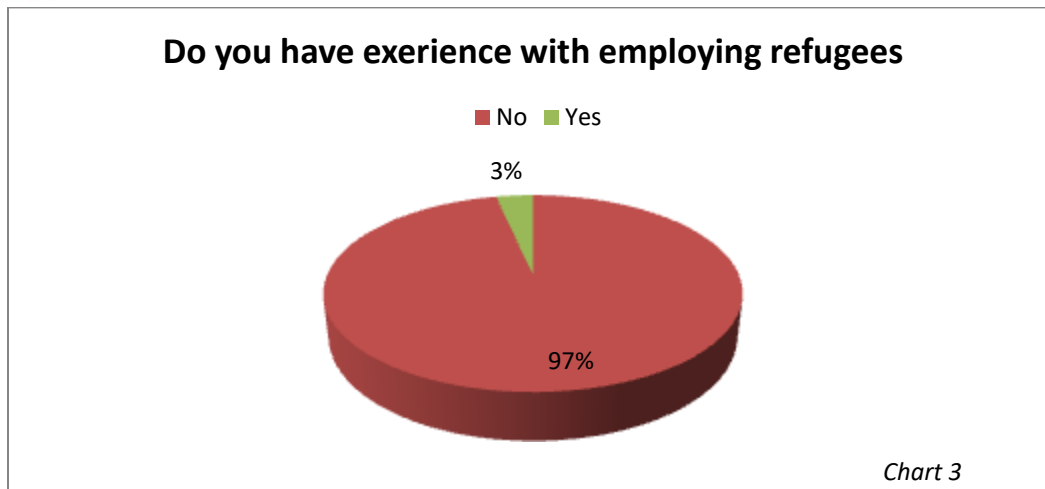
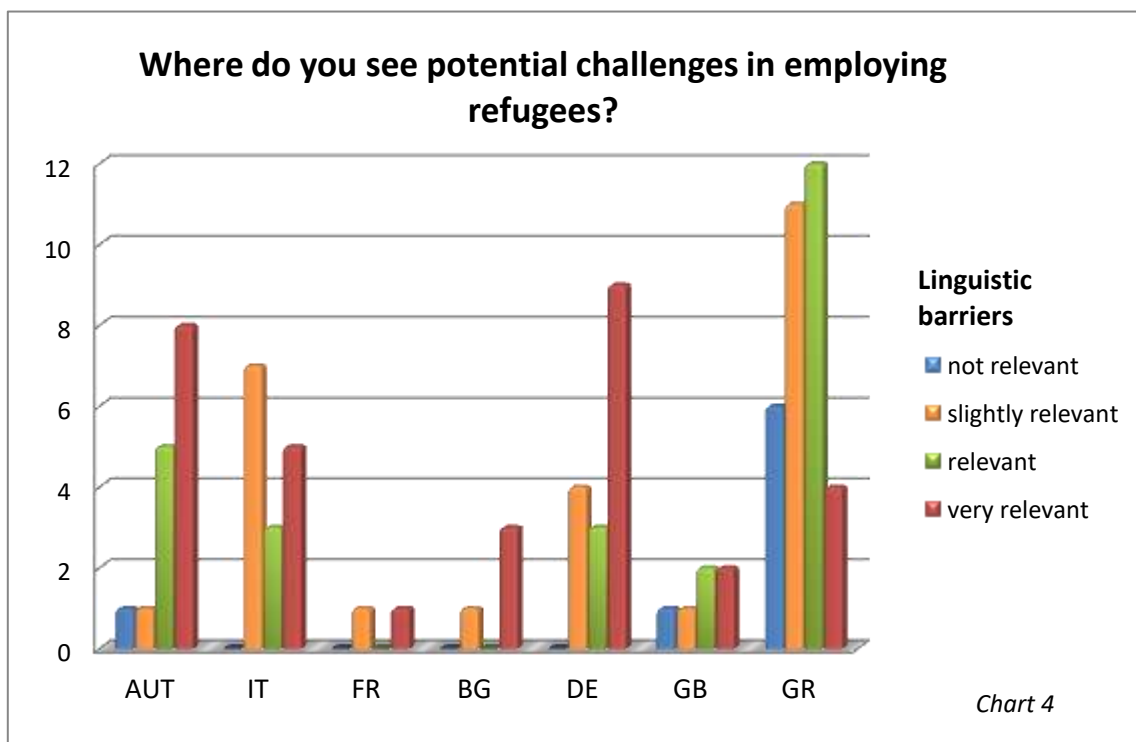


Chart 3 presents if EU companies, who had taken part in the survey, have any experience in employing refugees. Only 3% of them have once hired refugees. This data is concerning, but at the same time is confirming the importance and value of projects like REST.



3.1.1. Language barriers

As illustrated above the barrier that is reported in all partner countries is the language. Language competence is considered the first stepping stone of integration in a society. According to presented results in *Chart 4*, most of the countries evaluate the language barrier as very relevant or relevant challenge in employing refugees. In Austria and Germany this challenge is very relevant to their national reality and proportionally highly evaluated.





Additional argumentation to the illustrated trend above comes also from the interviews.

In **Austria** if refugees don't speak German, this would lead to power reduction, will hamper smooth communication and integration (*"the refugee becomes a refugee within the enterprise"*). English might be an option, which highly depends on the position which the candidate would have, but not in all companies (level of English in typical local Austrian SME is not that high). Some experts also confirm that language related problems occur for companies who are working with refugees because in many cases the working language is different to the language trained in the integration courses. This is because language classes can be very general and don't include specific terms which are needed in the working environment.

In **Bulgaria** as well, language skills and soft skills are essential on the job market. Almost all employers require a minimum of Bulgarian language skills. Also most of the companies which shared about their experience with hiring of refugees, offer also introduction trainings or opportunity for further qualification. In addition to the language, intercultural differences also appear to be a problem for smooth communication and potential employment of refugees.

In **France** language also represents a barrier to access employment, as a good knowledge of French is generally required for most positions, including those positions not requiring qualifications. Moreover, it is often unemployment that prevents refugees from further learning the language. Employment represents a motivator to improve language proficiency and a facilitator of language acquisition. The language barrier seems to have stronger impact on qualified refugees than on low-skilled refugees; teachers, doctors, secretaries are positions requiring fluency in French.

In **Greece** the problem of finding one common language for communication is also a challenge. This naturally leads to resistance among employers to hire refugees/immigrants. Furthermore, the lack of host-country language skills can lead to difficulties in dealing with daily business routine, whereas many Greek employers demand from their employees less and less adaptation time. The long period of integration due to language difficulties and lack of knowledge about the current Greek economic system could be another barrier for hiring refugees.

In **Italy** the poor knowledge of Italian language is the fundamental problem when considering hiring refugee/immigrant. Refugees who don't speak Italian have very limited opportunities to get hired. Some companies shared that they have internal mechanism supporting



new employees in learning Italian language: through a network of language schools, training providers, associations etc. where the new employee may be sent to learn the language. However, most of the organizations don't have such a network.

In **Germany** lack of German language skills of refugees is among the most important barriers. In higher skilled jobs this might be compensated by English skills, but in the end there must be a common language basis to be able to communicate. This is a basic requirement – otherwise an employment is not possible. However, there are many examples in Germany that show very successful collaboration practices which enable language training of refugees.

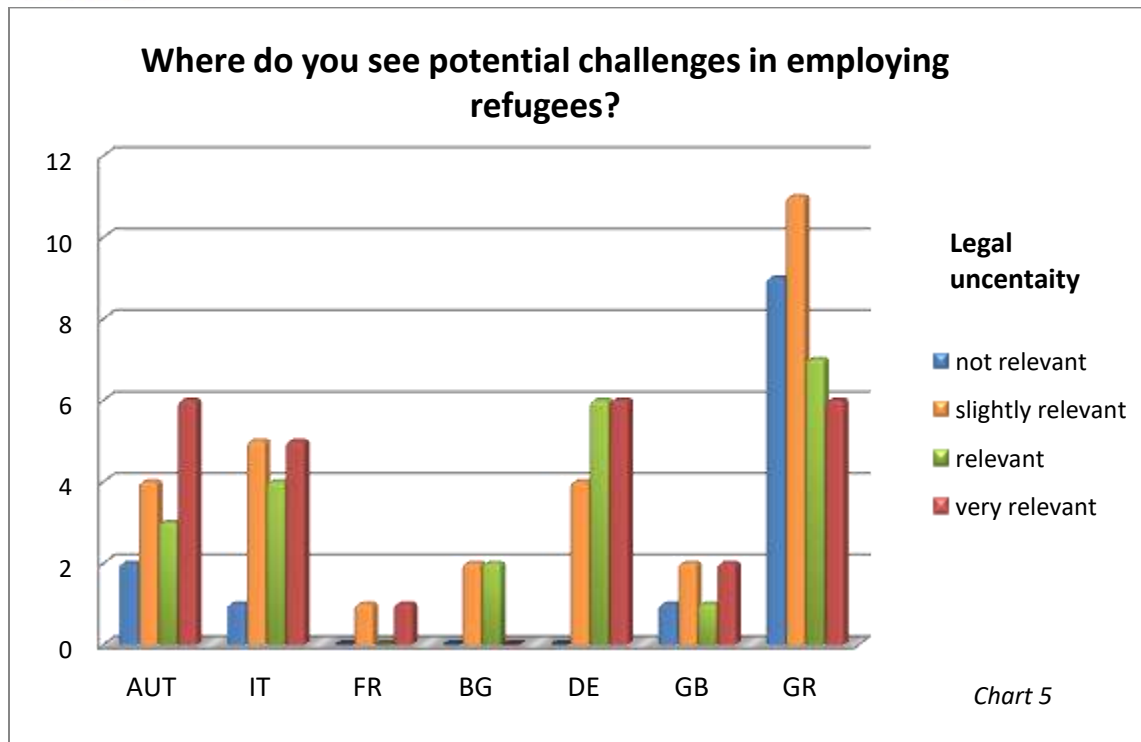
Germany

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 make the technical language used in enterprises easier. 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.

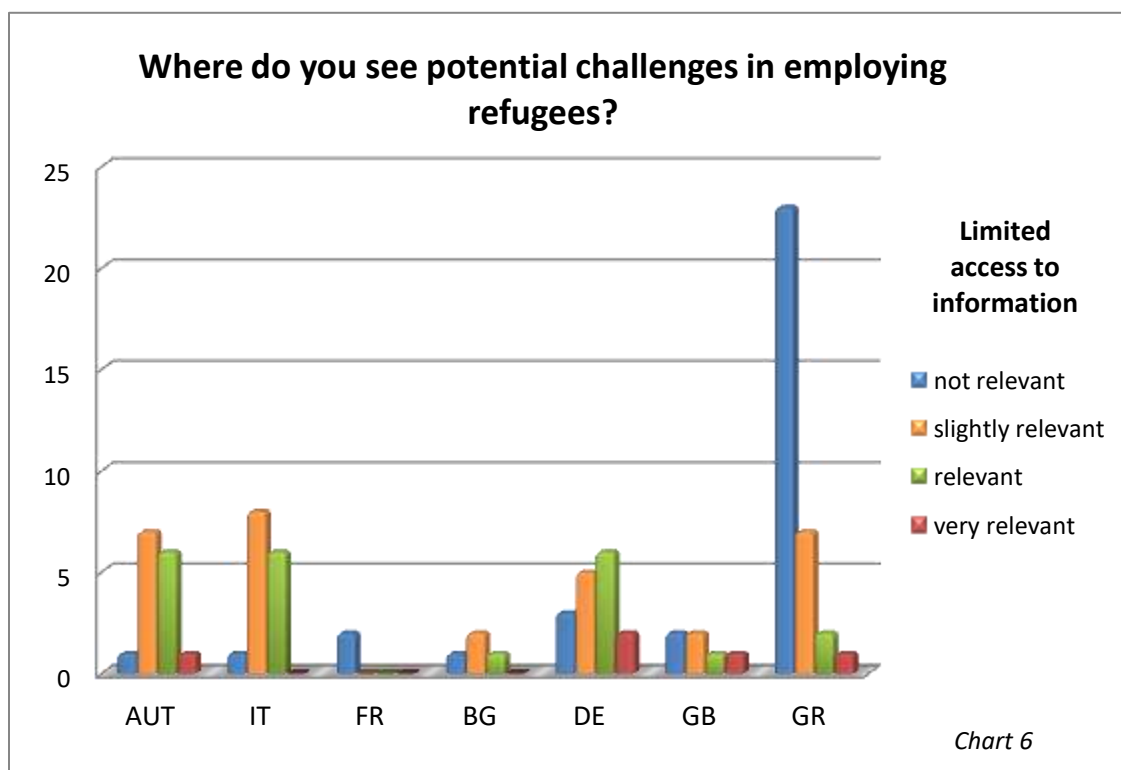
3.1.2. Limited knowledge and information (administrative, legal aspects, support programs)

Limited knowledge and information is a major barrier mentioned by most employers and experts interviewed in the partner countries. It consists of various aspects – administrative, legal, but also lack of information about existing support programs provided by NGOs, for example.

The results from the online survey presented in *Chart 5* are partly doubtful. For instance enterprises in Greece evaluate legal uncertainty as not relevant challenge in employing refugees but also there is a significant frequency in other options. In Austria, Italy, Germany and United Kingdom this challenge is rather important.



According to presented results in *Chart 6*, most of the countries rate the limited access to information as relevant or slightly relevant challenge in employing refugees.





In **Austria** and **Germany**, the results of the survey shows the high importance of the legal issues and interviewed experts agreed on the fact that legal framework regarding the employment of refugees is very complex and that it can be very challenging for employers to keep the overview. Employers, who are interested in hiring refugees, need to know about the legal status of refugees and understand what this exactly means for them, including all questions about working permit issues, health and pension insurances. There is no clear and single guidance for hiring refugees explaining the necessary steps in a visual way. There is also lack of information how to tackle most common legal problems and which stakeholder has to be involved in order to solve the problem. The lack of easy accessible information about legal questions is creating uncertainty among employers. This creates concerns that “they might get stuck with refugees” without enough knowledge about their own rights and obligations as enterprises which makes them more resistant of hiring refugees at the current moment.

Recognized in **Austria** is also the lack of structured information about support programs from national institutions or NGOs, and funding of training courses for refugees. Although Austrian authorities provide financial support for hiring refugees this is not disseminated enough among employers. Interested companies need to be supported in every step – from the information through guidance during the implementation process – recruiting, hiring, training, motivating and developing. According to the experts, there is also need of support in the area of matching employers’ needs and refugees’ profiles – skills and competences.

The expert interviews in **Bulgaria** show that at the beginning of the Syrian crisis the Bulgarian companies met more administrative difficulties during the hiring process, such as misinformation at the level of the responsible local institutions or delays in the issuing of necessary ID documents of the refugees. Currently, local and regional administrative bodies have caught up with the situation and are more familiar with the administrative requirements and the companies have gained some experience as well. However, companies still complain about regular changes or inconsistencies of regulations.

In regard to status there is a slight difference between refugees and asylum seekers in **Bulgaria**. Refugees and humanitarian status holders have the right to work and do not need special permits to do so, so their working contracts and social security taxes are handled under the same legislation as for Bulgarian citizens. On the other hand, asylum seekers have the right to work, but



only three months after they have handed in their application for asylum. Thus, most companies are not willing to sign a contract for longer than the date on the current asylum seeker's document showing that they are in asylum procedure. Thus, employers might shy away from hiring them, due to the risk of their asylum claim being rejected. Every contract also means an investment into an employee which would be lost in case their right to stay in the country is denied.

Bulgaria

Best practice example from Bulgaria is “Friends of refugees”, a self-organized group of people very active through a Facebook group providing help to newly arrived and settled refugees.

In **Germany** interviewed employers also emphasize on the legal uncertainties. It is unclear for companies which official institutions need to be involved/informed about an employment of refugees. This goes hand in hand with legal questions regarding the employment of refugees. The biggest question for companies is: What consequences does the current status of residence have regarding the employment of a refugee. In this regard a best practice example is the hotline and counselling Caritas does in Germany. A list with typical questions employers ask at the hotline, indicate that there is a strong need for legal information about employing refugees. They recommended sensitising key staff in enterprises and reducing uncertainties regarding the legal aspects. Experience of other stakeholders in the field, as Caritas can serve as basis for the REST training module and legal aspects information.

Germany

Good practice in Germany, in the county of Kassel regarding the legal bureaucratic work is the so called “internship contract” which the county administration of Kassel is making with the refugee and then “lending” the refugee for the duration of the internship to an enterprise. The contract covers liability insurance for the refugees and is in accordance with all legal and official regulations by the job agency and the immigration office. Companies accept the procedure very willingly because they can gather some experience in employing refugees without a lot of administrative effort and time investment. If the “experiment” does not work out, the enterprises do not have any obligations after the internship contract expires. But experience shows that enterprises also use this chance to find willing and qualified new staff or young people that they take on as apprentices through this process.



In **Greece** there is no concrete legal framework facilitating the employers' efforts in hiring refugees. Even if there are some regulations they seem too complicated for companies, especially for small businesses which is preventing companies from hiring refugees/immigrants pro-actively.

In **Italy** the legal framework of immigration, work-permission etc. of refugees and immigrants is rather complicated too, and employers share that there is lack of structured and transparent information provided by the responsible public bodies. Many employers can get very easily discouraged in their attempt to hire refugees as there are many different steps and there is no information in which order they have to be followed. Some experienced companies describe the whole administrative procedure as a vicious circle: To obtain asylum for humanitarian reasons, asylum-seekers often need a work contract, residence and good level of integration to the society. To get a work contract, many employers want to be sure about an immigrant's legal status and period of stay. However, it is not possible until the immigrant has the permission to stay, get asylum and residence. To summarize, asylum-seekers need asylum (official status), residence, and work contract – it is difficult to get one without another. Employers have the power to help immigrants to break the vicious circle by providing them with a work contract which can help diminish or eliminate other uncertain circumstances. As the core of the problem is immigrants' precarious situation, work contract can help a lot to stabilize it, in terms of work, residence, apartment, legal status. Work is a great factor of stability in immigrants' lives and employers should be aware of it.

Based also on the best practice examples research in **Italy** the partners emphasize also on the importance of information materials prepared for refugees, although the specific target group of the project are employees, especially done in their language, thus helping their smooth integration at the work place, in the society and community in general.

3.1.3. Lack of cooperation and communication

Another barrier to employment integration is the lack of cooperation and communication among all the stakeholders involved – institutions, administrative bodies, NGOs, firms, companies, immigrant/refugees communities, etc.

According to the interviewed experts in **Austria** the cooperation between local employment services, the civil society (NGOs) and the local economy is limited. Through the desk research of best practice examples it was concluded that knowledge sharing between companies is necessary, because at this stage no content-related support measures for Austrian enterprises are available.



The only already existing support measure which was identified was of financial nature. It can be said that the problem has been addressed with planned implementation of the “Inklusionsassistentz”, a pilot project funded by the Austrian ministry of social affairs via the European Social Fund, which includes the network aspects but also support measures similar to what REST plans.

In regard to improving the cooperation and communication can serve the best practice examples from **Sweden** and **Finland**. All three best practice examples have an intermediary organization/platform. The Finnish project has a mobile platform for connecting employers with refugees, and is the most self-responsible project. In contrast both Swedish examples have strong intermediary organizations which actively create the connecting process of employers and refugees/immigrants resp. persons with disabilities. It seems that many employers do not dare to or do not know how to hire refugees. Rather, they need to be contacted, informed and supported directly by a third party.

A best practice example from **Switzerland** focuses on the importance of the effective communication between company and individuals with mental health problems. In that case, the integration support affects not immigrants 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 labour market by supporting the employers.

In **France** one of the challenges refers to the lack of networks: refugees lack personal and work contacts and networks to facilitate access to the job market, or to receive advice, to be introduced/recommended to an employer.

3.1.4. Lack of awareness and motivation among the employers

In general refugees are not recognized among employers in terms of potential gain as skills, experience, perspective and this is mainly due to the lack of awareness.

In **Austria** both attitudes of refugees and welcoming organization culture are recognized as important to ensure a smooth learning, training and integration process. This would impact positively the acceptance of refugees at the workplace, which should be prepared in advance, e.g. why the organization is hiring refugees and not Austrians. If there is internal lack of openness and straight forward information, fears and wrong expectations concerning the work of refugees could be created which might even result in subconscious discrimination.



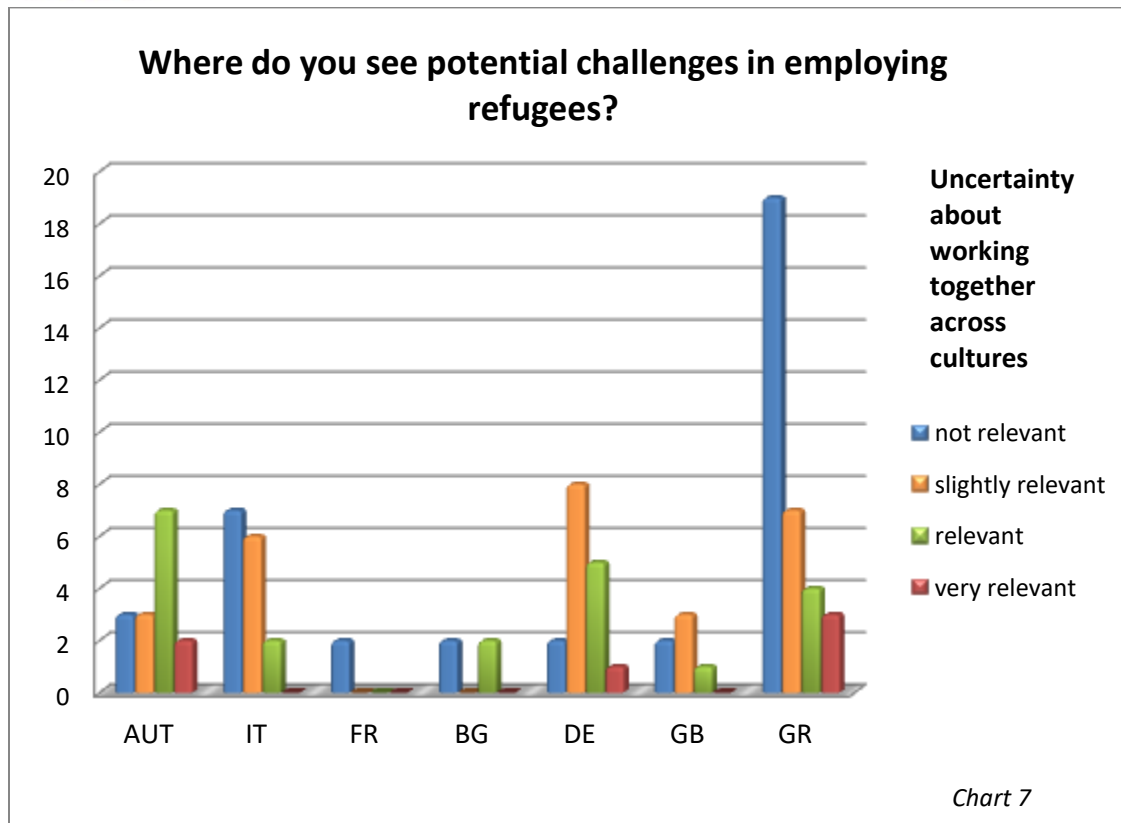
The situation in **Bulgaria** presents another aspect that decreases the motivation among employers. As the country is considered a transit country for refugees, the majority of refugees do not have the intention to stay in the country. In fact at least 80-90% of people applying for asylum in Bulgaria move on or plan to move on to Western countries. Nevertheless, some 10% of people do stay in Bulgaria and are willing to settle in the country for a longer period of time. The main challenge for the companies is that even for those, who want to settle down in Bulgaria are hesitant to do it. They often have families in other EU countries (such as Germany) and are willing to reunite with them, and move to the respective country. They are informed that settlement support is provided there, including a secure employment contract and a positive attitude towards them.

Another similar example from **France** shows the uncertainty of employers when asylum seekers are still in procedure. Refugees' specific administrative situations also have a strong impact on their early experience seeking employment. Relying on a temporary receipt sometimes of several months until they obtain leave to remain, refugees can have a hard time convincing potential employers that they are sure to obtain a 10-year leave to remain. There are highly restrictive rules for labour market access for asylum seekers.

In **Italy** the unclear status of immigrants (not in case of those recognized as refugees) and the uncertainty related to the period of stay (in case of immigrants and asylum-seekers without clear status) are among the main reasons that affect employers' attitudes for hiring refugees. The complicated legal framework together with the relatively high labour costs, especially for low-wage jobs (which refugees usually have) are adding more reasons to the resistance of companies to deal with hiring refugees.

3.1.5. Discrimination

Discrimination and general negative attitudes towards refugees influence employers and other colleagues. The negative public discourse is gaining power in most European member states and beyond utilized especially by the right-wing parties. According to presented results in *Chart 7*, most of the countries evaluate the negative attitude among fellow employees as slightly relevant challenge in employing refugees. In Italy and Greece a significant part of companies determine this challenge as not relevant for their national context.



In **Bulgaria** the overall attitudes among the Bulgarian population, which are very negatively influenced by the media, also hinders the successful integration of refugees as people are reluctant to rent their houses to refugees. Without official address refugees cannot apply for ID cards and get registered at the Employment Agency, or to apply for other social benefits while searching for an appropriate job. From the side of the refugees, the need to first get acquainted with Bulgarian culture and communication styles are factors that make it harder for them as job-seekers to integrate into new company cultures smoothly. Therefore, companies should take care of adequate introduction and support.

Similar to Bulgaria, in **France** labour market discrimination/exclusion can occur due to the temporary 3-months status, lack of normal housing conditions, as well as limited access to healthcare for asylum-seekers and refugees, whereas there is a high need for psychological or psychiatric support especially for this group.

One of the crucial issues that is observed in **Greece** and pointed out in the interviews is the raising discrimination towards refugees and immigrants in general and the importance of dealing with it among employers as well, although the online survey shows different results in that regard.



The striking difference might come from the fact that the interview method builds more on trust relations between interviewer and interviewee, and some issues are not that openly addressed in online surveys. Thus, the results of the interviews showed that most stakeholders, including institutions, organizations and enterprises seem to be less tolerant and accepting towards refugees. In general public opinion is not in favour of hiring foreigners rather than natives. This happens mostly because of the rising unemployment rate in Greece in the last years. Thus, hiring refugees/immigrants is thought to be damaging to the company's image by the vast majority of Greek employers. Furthermore, refugees often suffer under severe health problems and, even more, poor mental health. This makes it even more difficult for the employers to hire people with such disabling health conditions. Another reason which is not in favour to hiring refugees is the uncertainty over the period of stay which is not only time consuming but is also highly costly for the employers.

In **Italy** discrimination and fear of immigrants is less pronounced in southern part of the country than in northern region. Even if the labour market in the northern region is more vivid, there is lack of welcoming culture, and even hostile attitude against immigrants. Immigrants and refugees often work hard in fields and are systematically exploited as cheap labour force. Also Italians (especial young people and women) are exploited in Italian labour market, immigrants and refugees are even more vulnerable. Exploitation of immigrant workers distorts the whole Italian labour market (and not only) and it is becoming a socio-economic problem.

In addressing discrimination the Scandinavian best practice examples rely on the personal encounters, stressing on that personal experiences are the best way to reduce prejudices, along with including virtual networking option between companies and refugees that might be used as additional support.

The best practice example "Mitt liv" from **Sweden** not only addresses the employers or HR managers of enterprises, but involves all staff members in workshops and lectures. This seems to have a deeper impact, so it could be useful for REST to keep this larger target group in mind.

Another communication aspect is that both Swedish examples contacted the enterprises directly in order to call attention about the opportunities to hiring refugees or persons with disabilities, and to reduce reluctance. So, within REST it would be necessary to contact the enterprises directly, in order to reach and inform the employers, trainers and HR managers.



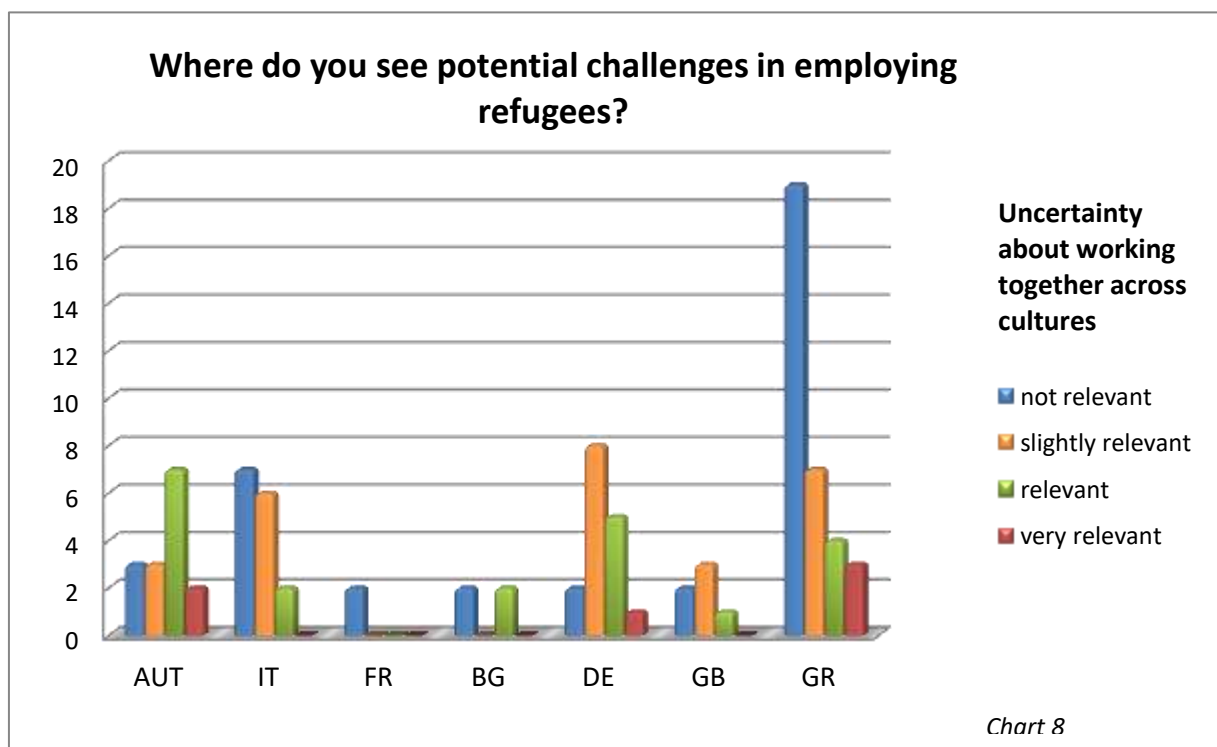
Bulgaria

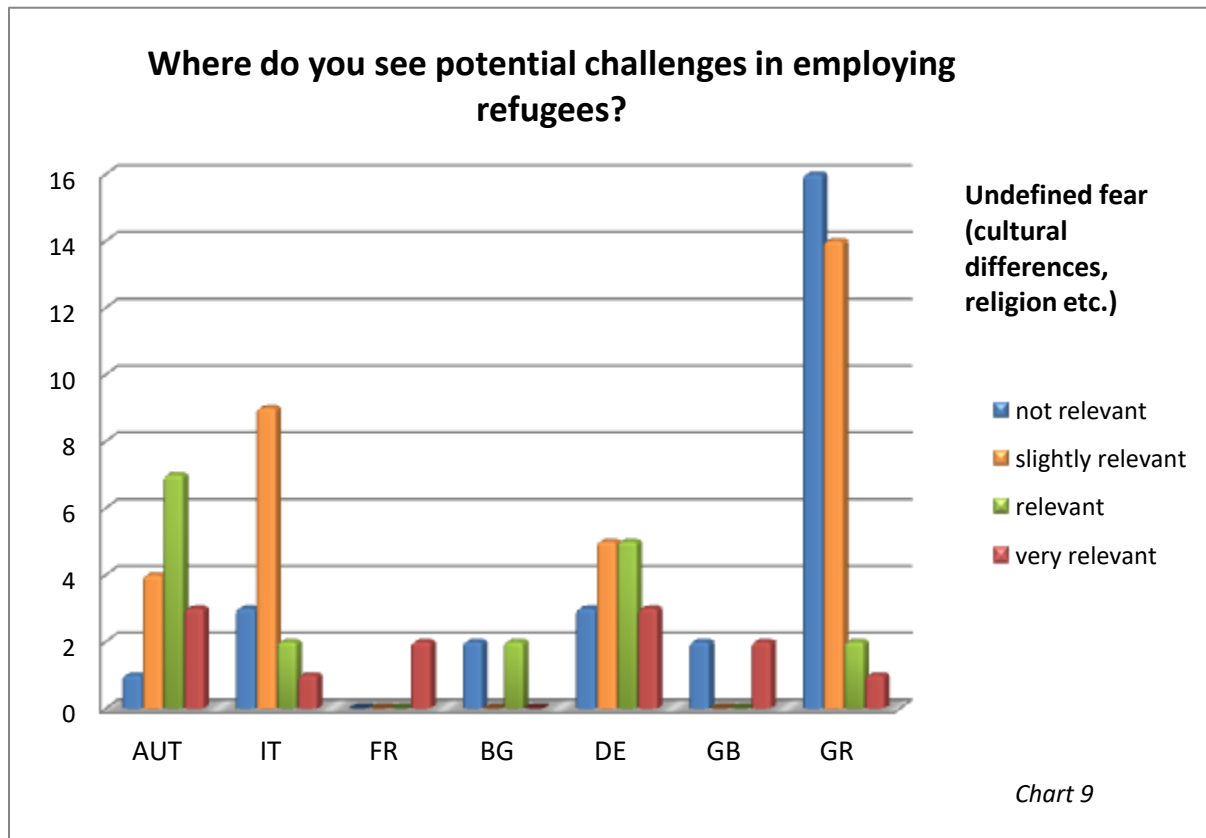
Best practice example from Bulgaria “Aladin Foods” presents a good model of a Syrian employer who provides employment opportunities to both newly arrived refugees/immigrants, but also Bulgarian citizens. This model presents a well-established SME of the Syrian community members that is a niche for the newly arrived, because of familiarity with all cultural and religious aspects, and in general with the refugee situation. Thus, here the important aspect in terms of support is not in motivation and information direction, rather than strengthening the capacity of the leading personnel, equipping them with management skills, thus contributing to steadier company culture and lower turnover. “Aladin Foods” is a best practice example that can serve as an inspiration for other companies of that kind.

3.1.6. Lack of intercultural understanding

Intercultural understanding is important both for employers who are willing to hire employees with different cultural background, and also for the potential employees who will be introduced to both a new job and a new culture. Thus, intercultural awareness is a key point in finding a common language and success in the joint employment process and work afterwards.

The following two charts (*Chart 8* and *Chart 9*) present different angles of approaching the cultural and religious aspects experienced as challenges – uncertainty of working together across cultures and undefined fears in regard to culture and religion. Interestingly not many of the EU enterprises indicated them with high importance. Relevance is mostly observed in the answers from Austria, Germany, France and Greece. Similar results are observed also in the interviews





analysis.

In **Austria** intercultural differences are recognized as important, especially concerning refugees coming from Syria and Afghanistan which are very different from the Austrian culture and religion. Cultural differences sometimes include the whole working approach – issues such as working time, social insurances, working under the authority of a female supervisor, or working together with female colleagues, religious issues – praying times, Ramadan, etc.

In **Bulgaria** the need of refugees to firstly get acquainted with the Bulgarian culture and communication styles is recognized as a challenge. Those are factors that make it harder for job-seekers to integrate into new company cultures smoothly, so that companies should take care about adequate introduction and support. As in Austria, the cultural specifics related to different working habits were mentioned by some employers. Examples for such misunderstandings are: employed refugees were not aware of the notice period clause, and just left their employer upon their spontaneous decision. Some had difficulties in understanding why the net salary is different from the one stated in their labour contract, not being aware of the social insurance payments, etc.



In **France** all the interviewed employers confirmed that intercultural and interreligious differences are one of their biggest challenges, considering the recent examples as Charlie Hebdo and other acts of religious persecution.

Due to wide cultural differences, **Greek** people can't easily communicate and cooperate with refugees/immigrants. There is a cultural barrier between them that must be tackled in an appropriate way, as different mindset results in different behaviour.

In **Germany** intercultural knowledge and awareness are not such a big problem. It is normal that most refugees are just not familiar with German customs but as long as a responsible person in the company has the awareness to recognize situations of intercultural irritations and is able to explain them, there would be no problem for the intercultural understanding. Some time should be reserved for that during the induction period. Another important role here plays the refugee background: Interviewees reported various challenges that are specific for the living situations of refugees. They ranged from psychological and social aspects (traumatisation, fear for relatives, uncertainty about asylum application and future permit of residence) to practical aspects (sleep deprivation due to mass housing). Employers should learn to recognize and understand them as far as possible.

In **Italy** although work culture and general cultural differences are not among the biggest challenges some employers feel insecure regarding the behaviour/mentality of the immigrants/refugees. Their fear is mostly related to difficulties of their integration in a working team. Sometimes the psychological traumas the refugees/immigrants have experienced in their life may affect their work performance and integration. Most employers don't have the capacity to deal with psychological issues on everyday basis.

Italy

Best practice example from Italy "Equal Glocal" raises awareness on the intercultural and inter-religious aspects that are important when hiring refugees and/or immigrants. The experience gathered shows expertise in two directions – on global and local levels. The global level involves providing information to employers about the broader context in regard to global business and cross-cultural management; diversity management; corporate social responsibility, etc. The local level is focused on inter-company workshops that involve both native and foreign employees, including refugees and migrants to broaden the perspectives and bring new points of view in the discussion.

Italy

Based on the best practice example from Italy "CLARITY - Train the Trainers Handbook" inspiration is provided about the figure of the "mediator", usually an experienced person, a migrant



him/herself who speaks the language of the host country and helps to smooth communication between a recently arrived immigrant/refugee and employers. This figure also plays an important role in introducing new immigrant workers to the “reality” of hosting country. The mediators are important intermediaries serving information to both, newly arrived refugees/immigrants and employers.

3.1.7. Recognition of skills (assessment, recognition, matching)

In regard to recognition of skills, the employment process includes assessment and recognition of skills in order to ensure the matching between the job requirements and the candidates’ skills. While in the regular recruitment process the assessment and recognition of skills is part of the recruitment process, where the candidate is put in situations to prove his practical experience through examples or on paper (incl. recommendations of previous employers) this could hardly be applied in the situation with refugees. They neither have the necessary documents and proofs nor are they able to give some examples in understandable and trustful manner. Therefore the employers and the NGOs working with refugees need to find other ways to enable this job/skills matching process.

In **Austria**, assessment of refugees’ skills is also considered to be one of the challenges, although measures have been already established to conduct the assessment of foreign qualifications in order to support the labour market integration of refugees. However, here is again a lack of information and visibility of the already existing well-functioning services, which if provided, might reduce fear of hiring and working with refugees. Regarding the matching of hard but also soft skills, employers often fail to implement strategies to understand the potential of individuals from foreign economic environments. Diversity may in some cases be seen as a challenge but it is an opportunity for improvement on many different levels.

In **France** refugees are mostly employed in low-skilled, precarious and hard occupations and often they work on the informal labour market, where their vulnerabilities are exposed. Previous careers and degrees are largely overlooked. Refugees are often rejected when applying for positions due to the discrepancy between their country of origin’s training and the expectations on the French labour market, in particular related to digital skills. As a result of that, most employed refugees face professional downgrading, which is typically related to psychological costs. The refugees have difficulties to provide proof of the qualifications and experience they acquired in their country of origin, thereby increasing the risks of experiencing downward professional



mobility. Early mapping of refugees' qualifications and capabilities should be promoted and on-the-job initiatives for recognition of skills and competencies should be adopted.

In **Greece** employers also confirm, that refugees/immigrants lack formal skills/qualifications which are considered as indispensable by most of the companies, especially in fields like science, IT, public relations, etc. Furthermore, nowadays skills such as computer literacy, foreign languages, and basic economic knowledge are often considered as obligatory skills by employers. Since refugees/immigrants usually don't have these skills, specific training is needed also in this relation.

In **Germany** the question with the recognition of skills is very complicated, as the complex German educational system and job market requirement pose very high standards and strict regulations to the refugees who are seeking a job. The recognition of prior work experience and qualifications in Germany is disastrously complicated and even if refugees do have documents/certificates e.g. from universities, they rarely get accepted/recognized because the official institutions in Germany have doubts about equal standards. Only for refugees under 18 years there are better chances for long-term integration in the labour market, because the German compulsory education applies for them. Therefore they have the chance to get a German school qualification and go through the vocational training system from the beginning. As a whole, the recognition of certificates is a big problem that cannot be solved on company level but is rather a political question.

The problem with the recognition of academic degrees and education is also relevant for **Italy**. It is very complicated to attain the recognition of academic degrees, especially in case of African immigrants. There are no specialized offices or structured procedures. It is very difficult also in the case of university degrees.

Italy

Based on best practice example from Italy "Equal Global", partners stress the needs and skills matching process among employers and potential employees and the importance of proposing relevant re-qualification courses when needed, along with strategies, methods and tools when individual career development is needed provided by in-house trainers.

3.1.8. (Re-)qualification

The research in most countries reveals the need of early assessment, recognition of the qualification of the refugees and prospects for possible (re-)qualification.



In **Austria**, interviewed experts confirm that early investment in training and development of the skills of refugees is crucial for their successful integration. This need for investment is not only responsibility of the state or the civil society, but also the economy of the so called receiving society needs to show commitment and patience, if they want to see the returns on their investment after a certain period of time.

In **Bulgaria**, one of the major barriers for hiring refugees is the lack of applicants for low and middle-skilled positions as well as the lack of adequately qualified people, especially in mid-level technical occupations. On the other hand, highly skilled refugees looking for higher-level jobs face difficulties securing such positions, as they are unable to prove their formal education level.

In **Germany** refugees even struggle to access (re-)qualification programmes in professions they carried out in their home country. The educational system is highly regulated and they can't access professional qualification programmes without having a basic school degree. Therefore middle aged refugees with years of professional experience now struggle to receive any kind of German school diploma to be allowed to attend official (re-)qualification programmes that allow them to work.

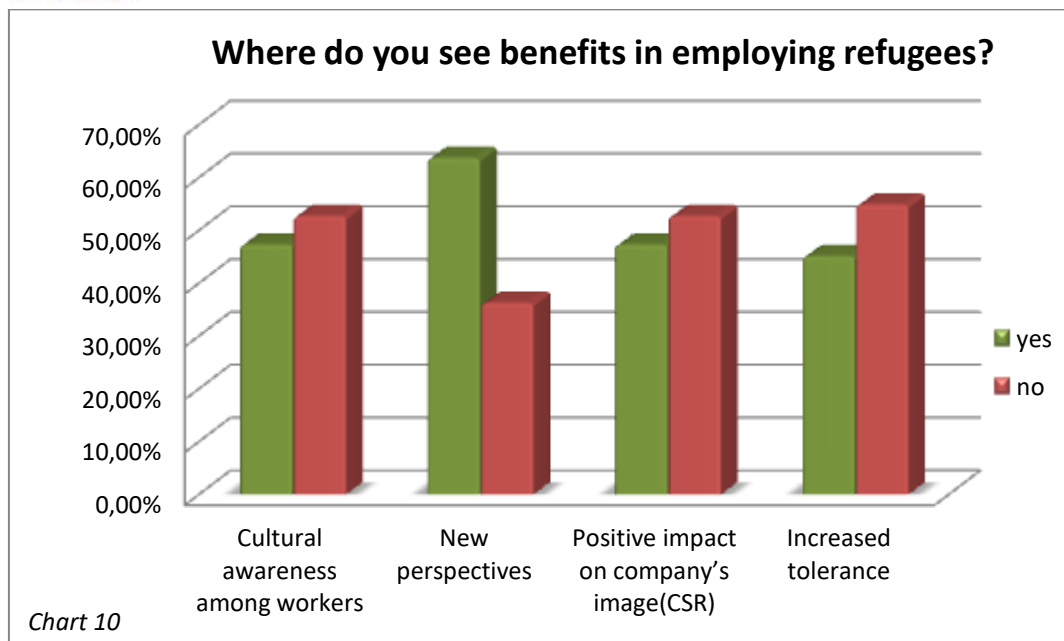
3.2. Advantages/benefits of hiring refugees

Based on the analysis of the quantitative and qualitative information provided by companies, NGOs and other stakeholders, the following main groups of advantages have been identified (*Graph 2*).



Graph 2: Advantages of hiring refugees based on the interviews

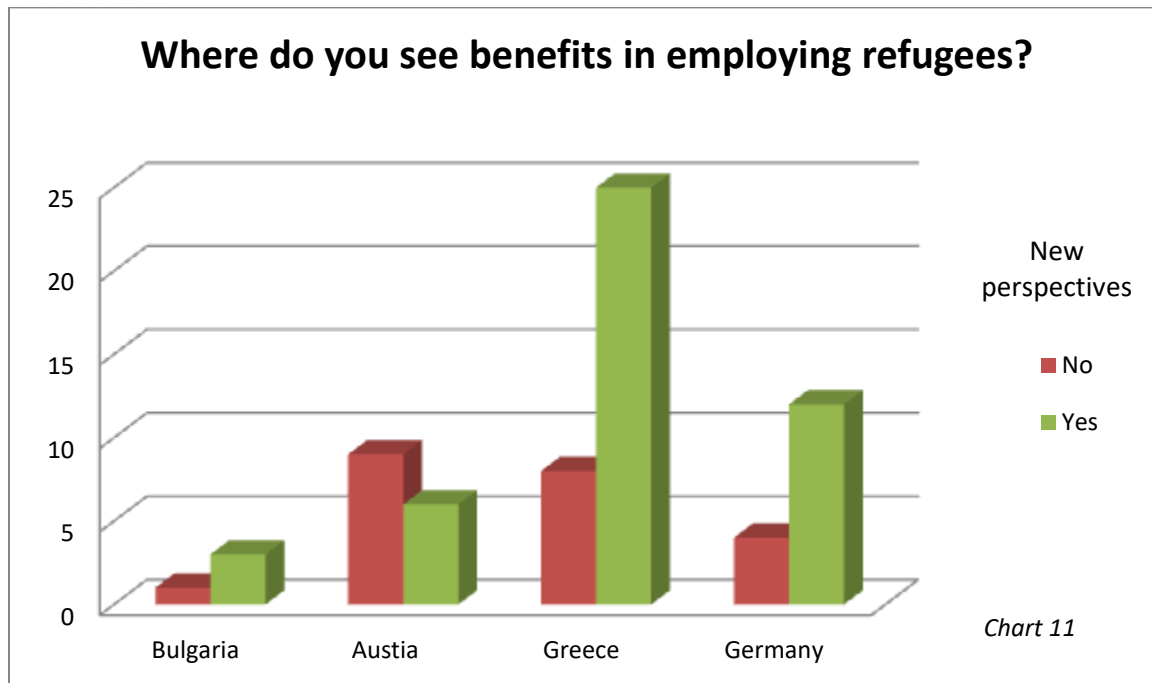
Based on the online survey the four most often mentioned advantages of hiring refugees in the represented countries are visualized in *Chart 10*. The results in *Chart 10* bring out only the highest rated benefits from all the countries, which EU enterprises classify positively - cultural awareness among workers (45%), new perspectives (63.7%), positive impact on company's image – CSR (47.3%) and increased tolerance (45.1%).



It is worth also mentioning that the lowest ratings among the presented benefits refer to the “mutual learning” and “well skilled work force”. Here 60.4% of the respondents cannot see any benefits in employing refugees in the aspect of mutual learning among staff members, and 74.4% do not perceive refugees as well skilled workforce.

Considering both online survey and interviews’ analysis the following findings could be elaborated with regards to the six main areas of advantages of hiring refugees among the partner countries, which were most often mentioned:

1) New perspectives and broadening of horizons mentioned in Austria, Bulgaria, Greece, France and Italy and further supported by the online survey results presented in *Chart 11*.



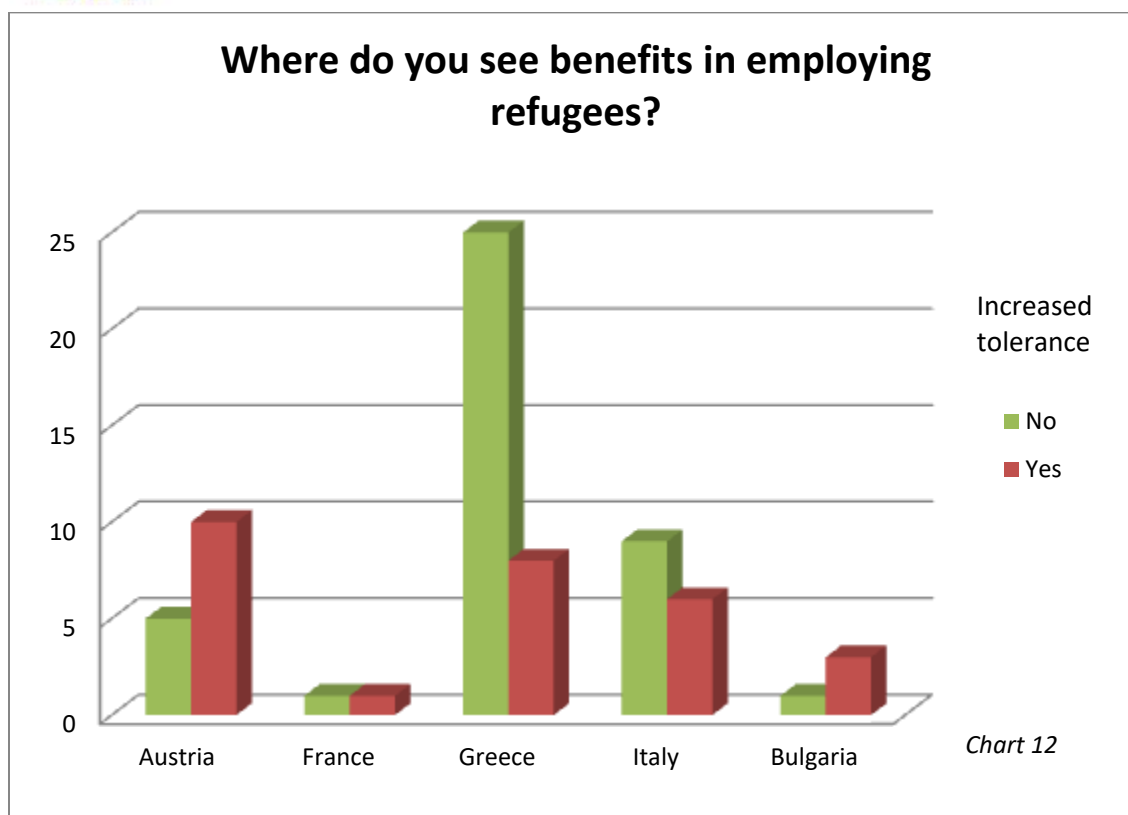
The research in **Austria** reveals the following aspects: gaining new experience, extending horizons, providing diverse know-how and new approaches to work processes.

In **France**, the issue is seen through the lens of refugees contributing with a new way of thinking as they usually come from countries/areas that are new to the current employees, along with the experience of refugees in regard to knowledge and new ways of working.

A successful integration of refugees/immigrants can be proved beneficial to **Greek** national economy because it can help through thinking more globally. Thus it is anticipated that Greek businesses will be able to become more competitive.

In **Italy** as benefit is mentioned that depending on their country of origin or part of country (urban/rural areas), refugees/immigrants may be more “global”, they may have better capacity to think out of the box and have wider horizons. Another aspect in that regard that comes from Italy is that refugees/immigrants have skills which are useful/needed and are hardly found in local workers. However, enterprises are sometimes not aware of that, but this is a local gain and should be emphasized on.

2) Intercultural diversity and awareness is seen as added value for the employees in Austria, Bulgaria, France, Greece and Italy. *Chart 12* presents how employers in selected countries see the increased tolerance among employees as a result of hiring refugees as a benefit.



The qualitative interviews support this result. Cultural enrichment in terms of learning about different religions, habits and politics of foreign countries is mentioned in **Austria**.

In **Bulgaria** the diversity topic in general is observed as more popular in the international companies.

The interviews in **Greece** reveal the international food aspect, that refugees/immigrants can show some nouvelle cuisine with local, exotic recipes from their countries that could be interesting for the tourism industry.

The interviews in **Italy** emphasize on the cultural enrichment of businesses, enterprises, work teams in regard to opening the organizational culture, fighting employer's prejudices, strengthen tolerance etc.

3) The rejuvenated workforce is seen as a very positive effect and answer to the demographic situation in most of the countries – aging societies in Austria, Bulgaria, Germany, Greece and the problems arising from it.

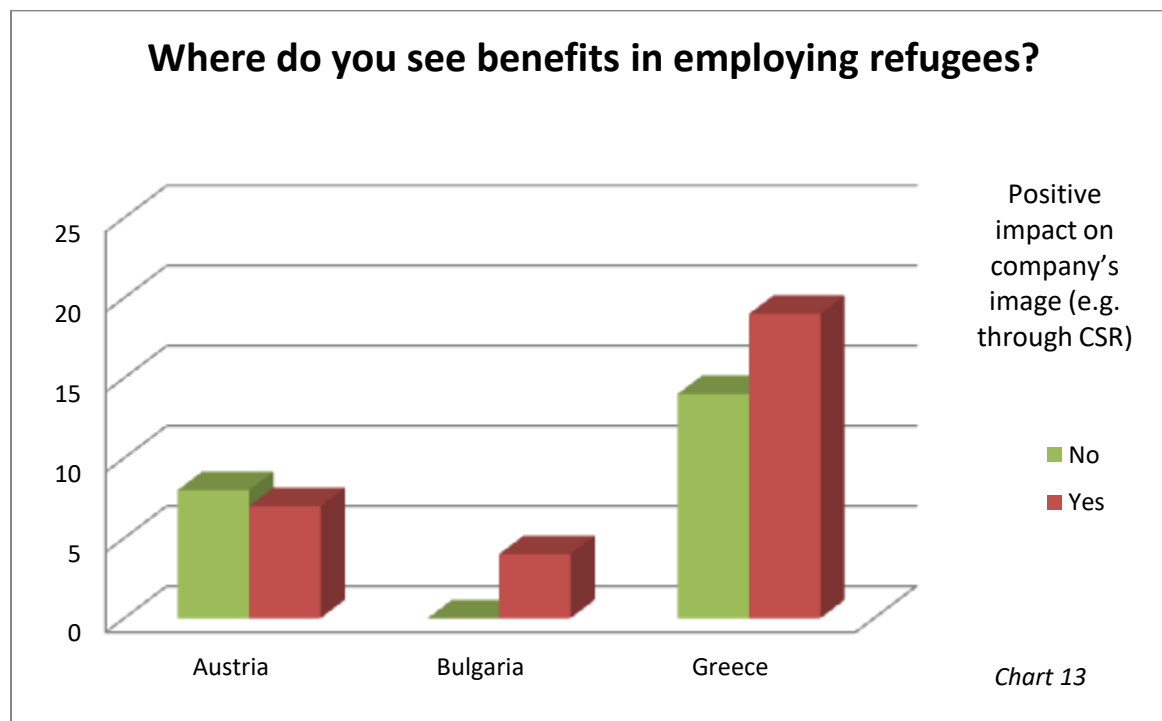
Most companies in **Bulgaria** are constantly looking for staff, ranging from low-skilled to high-skilled depending on the industry, geographic region etc. According to recent surveys, employers are looking for middle-skilled and mid-level technical staff in big numbers. Following are



low-skilled occupations, but more articulated are high-qualified technical occupation. As the educational and qualification profile of most of the refugees is relatively low or difficult to be proven exactly, they could meet the needs in the low-skilled professions in sectors such as: Construction, Food preparation, Transport, Textile Industry, Factory work, Sales and Beauty Service.

This aspect of rejuvenated workforce is also mentioned in **Greece** as a benefit. According to various researches, in 2030, one in three Greeks will be aged over sixty. As a result, there will be nobody to work and help the economy run. Employing refugees/immigrants can be a solution to this problem.

4) Corporate social responsibility (CSR) image is mentioned as an advantage in the interviews in Austria, Bulgaria and Germany. This is supported as a trend for Austria and Bulgaria by the results of the online survey as well, including Greece, and presented in *Chart 13*.



In **Austria**, it is stated that enterprises as part of the society must be responsible for participating in the solution of the society's problems of the so called "migration crisis".

In **Bulgaria**, building a positive employer branding image as a company that not only care about its own employees but about disadvantaged groups as a whole is becoming more and more important for the organizations – not only for the large corporations, but also for each organization



which wants to establish as a social responsible company on the labour market. This is also an important factor for attracting young employees from the Y and Z generations as they do care more about the social practices of the companies they work for, about voluntary services etc.

In **Germany** employment of refugees can be used in the CSR strategy of a company but the aspect is seen controversial. Employed refugees should not be paraded like “zoo animals”.

5) Tap into new product markets and gaining new clients is a benefit mentioned in the interviews in Austria and Greece.

In **Austria** this is explained through the positive effects that could be detected in the “supply and demand area”. Consumer needs change and therefore companies have the opportunity to tap into new product markets. Hiring refugees can be helpful if a company wants to make profit in a new market which only exists because of a continuing migration flow. Areas like the communication field or market research are seen as especially suitable for refugees, but only if their education is adequate. Under the same circumstances refugees can also be very helpful when a company aims to expand their international business networks.

The research in **Greece** gives the following beneficial aspect. Refugees/immigrants usually have close friends who can become clients in the future. Thus, this could have positive impact on the future business growth.

6) Strong will and motivation of refugees/immigrants is mentioned as advantage in Germany and France:

In **Germany** employers appreciate the high motivation of most of the refugees as most of them are really thankful to have been given the opportunity to work.

In **France** the refugees usually have strong will and motivation as they have overcome lots of difficulties in their lives.

7) Available funding for the employment of refugees is mentioned in Germany and Italy.

In **Germany** available funding for the employment of refugees is seen as a possibility, although most of the interviewed employers agree that the application process is time consuming and complicated. Therefore the chance is rarely used by companies.

In **Italy** the financial incentive in the form of possible internships paid by national/regional programmes for employing refugees/immigrants is also seen as an opportunity.

Other interesting aspects that are mentioned as benefits when hiring refugees but just in one country are:



- Companies could help to cope with the problem of undeclared work by supporting refugees/immigrants to find jobs legally (Greece).
- Encouraging Greek employers to hire a refugee/immigrant could be an important attempt to turn negative public opinion. Contributing in training both sides to cooperate smoothly can be a solution to overcome Greek scepticism in terms of accepting refugees/immigrants (Greece).
- The knowledge of foreign language is very useful in the sector of hospitality; refugees can contribute with their mother tongues in that regard (hotels, restaurants, and touristic centres etc.) (Italy).
- The rate of women's employment in Italy is low; therefore working immigrant/refugee women may serve as an example to increase the numbers (Italy).

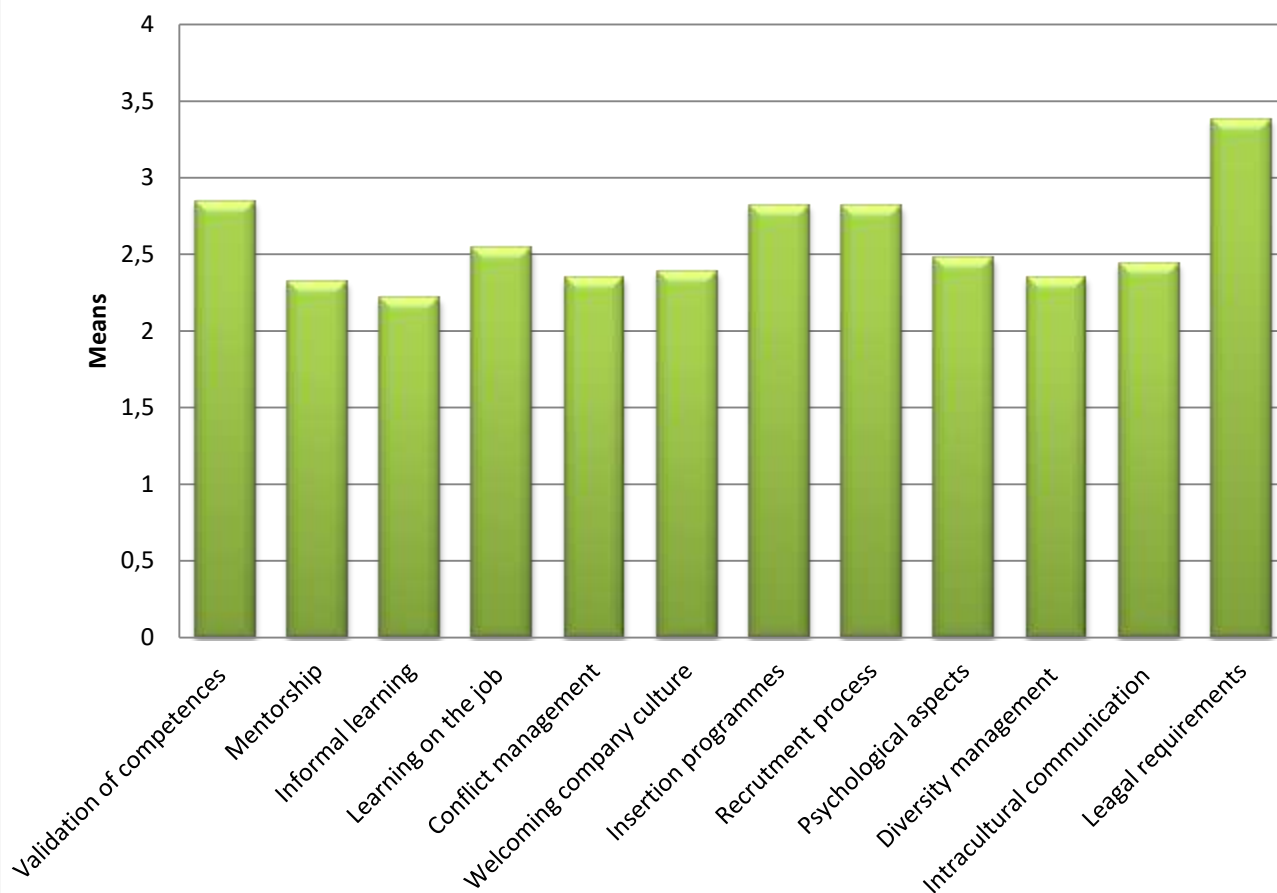
3.3. Training, coaching and other support needs of EU enterprises and organizations

Chart 14 outlines in which particular field would EU companies need training or/and support in recruiting and integrating refugees in their company. In this question participants had to rate each of the fifteen offered fields on a 1-to-4 response scale, according to their individual needs. As first highlight we could say that almost all training and supporting fields are rated above average. *Chart 14* provides data for comparing means of the highest evaluated training needs. Legal framework and requirements is highly rated training need – nearly 3.5, referring to strong need in the scale. Furthermore training needs as validation of competences of refugees, learning on the job (for refugees), insertion and induction programmes, and identification in the recruitment process are vastly rated too - above 2.5, referring to moderate need in the scale.



Chart 14

In which particular field would you need training and/or support in integrating refugees in your company?



Another general comment based on the qualitative interviews is that trainings and support measures targeting employers are seen as a necessary and positive step – as they provide better quality, help achieving a better corporate culture, higher efficiency and greater output. Training could be provided in the format of seminars, but also team and individual coaching sessions are considered as very useful especially in the starting phase.

Again, based on both qualitative and quantitative needs' analysis, four main areas of training and support needs are identified:

1. Providing information and strengthening cooperation



Information is needed in regard to legal and administrative procedures of employing refugees, but also about funding and support measures and already existing services provided by governmental or civic organizations. It should be well structured and easy to understand gathered together in a leaflet or online platform, but also could be delivered as meeting with experts. It should include employment rights and frequently asked questions along with the procedures.

- More and better structured information about funding measures of the state or other support programs is seen as helpful even if not all employers are interested to use them (Austria).
- Information and training pack on legal and administrative issues (France).
- Employers must be briefed on the legal framework, tactics and the actions of companies which are already used to employing refugees. Short but informative courses must be organized in order to educate employers and executives how to deal with the issue. Also online forums in which employers can exchange information and experiences relating to employing refugees/immigrants would be extremely useful (especially for small businesses) (Greece).
- On the other hand refugees and immigrants along with all employees should be provided with information about their employment rights. This would contribute to tackle the problem of undeclared work (Greece).
- Experts who could bring more clarity regarding the legal framework and support them dealing with these issues: Employers are more willing to hire immigrants and refugees if they don't have to study the complex and complicated juridical terms and take care of all the administrative and bureaucratic issues (very high transaction costs in term of energy, time, knowledge and money) (Italy).
- Support enterprises to obtain the financial support offered by Italian state – internships for refugees and immigrants, as well as to connect with organizations offering the internships and related support (Italy).

Information could be provided individually upon request.

- The interviewees wished for more individual support than specific trainings/seminars. Especially the legal and administrative challenges seem to be very individual depending on the situation of the refugee. Therefore companies wish for very individual support in this highly complex system (Germany).



Information should be also provided through information campaigns where exchange of information, but also already existing successful practices could be spread to support employers who have the wish, but do not know the way. Cooperation among different stakeholders could be strengthened through networking events in a larger or smaller formats, like round tables or café formats.

- Informational campaigns which clarify the relative administrative procedure of recruiting and hiring of refugees. Alongside that, information about job-seekers and their skill profiles could be provided to employers – either through the NGOs taking care of refugees' integration or through online platforms (such as REST system) (Bulgaria).
- Better cooperation between private, public and NGO sector organizations in terms of taking the appropriate measures for preparing refugees for the labour market integration. While cooperation between civil society organizations and private sector is already developing very well, as they are driven by their economic and social needs, the role of the national institutions – ministries, agencies, is still not sufficient (Bulgaria).
- Exchange of experience is a great motivational factor for hiring refugees. Meetings in the form as a round table should be appreciated (Germany).
- A handbook/guide of existing knowledge about the topic – easily read with infographics, pictures, graphs, mapping of offices and institutions dealing with immigration/work integration/law etc. to make the process of hiring refugees look simple and clear (Italy).

Italy

Example from Italy is the “CLARITY” project that provided a comprehensive handbook on “how to train new migrant’s trainers” which can be used by training providers, counselling agencies or directly in companies/organizations. It stresses on the communication and mutual understanding as crucial for successful integration of refugees at a work place. Such materials calm down employers’ fears related to hiring refugees.

2. Awareness raising and intercultural dialogue

Awareness raising and intercultural dialogue appears as an important need in all partner countries and it is approached through different angles, such as refugee situation as a whole (why



refugees are forced to leave their countries, what kind of experiences they have passed through, what is their current situation in the respective country):

- Awareness rising about the reasons for migration is definitely needed. This would lead to more sensibility towards the individual requirements of refugees (Austria).
- Increasing awareness of supervisors about possible psychological traumata of newly employed refugees is another important point. Employers should be supported in this issues by the means of a short training or guideline/booklet explaining main reasons, types of PTSD and advices how to handle different critical situations (Austria).
- Awareness rising for the specific situation/background of refugees (Germany).
- The public must be also informed about the condition of those people who seek asylum and how important it is to help them to stand on their feet. Organizing campaigns in order to raise awareness would be very effective. For example advertisement, concerts and public speaking are some of the ways that can be used (Greece).

The training need of learning more about different aspects of intercultural communication is essential and expressed as highly needed in regard to smooth interaction at the work place and managing potential problems. It could be delivered in the form or training seminars, but also as e-learning options:

- Intercultural communication (France).
- People must be educated in intercultural communication. Both Greeks and refugees/immigrants have to be taught how to interact with each other. Investing money and time in short courses of intercultural communication will lead to coping effectively with the cultural barrier (e-learning) (Greece).
- Intercultural awareness rising is an important aspect. Responsible people in the company need to be able to detect intercultural incidents and to explain them/find solutions (Germany).

Awareness rising should go in the direction of sensitizing the whole society bringing positive examples of successful labour market integration thus providing arguments in favour of hiring refugees:

- Awareness raising, knowledge spreading, and sensitizing employers are crucial not only for the labour market, but also for the whole society. Experts/trainers/coaches



should promote critical thinking, CSR, and encourage employers' interest in the topic and explain that they have the power to improve refugees' and immigrants' situation in Italy (Italy).

- Awareness raising training on the benefits for hiring refugees (France).

3. Internal mentoring and on-going support

Guidance on how to implement internal mentoring system for refugees is also very valuable. Mentoring support for employers could be provided in the form of face to face workshops, but also online. There is a need for an on-going support, but especially in the first integration part:

- The mentors (co-workers, HR person, General Manager in smaller countries) need to be trained how to handle cultural differences, conflict situation and learn new ways of communication in order to exploit the full potential of all employees (Austria).
- Shorter, if possible online training workshops which should facilitate the smoother integration of refugees at the workplace e.g. through internships (France).
- Ongoing support (also online possible) during the first integration phase, incl. during the process of assessment and recognitions of skills (France).
- Ongoing support after initial work placements to ensure long term employability. There is a need of decreasing the time needed by refugees to integrate (e-learning) (Greece).

Italy

An important aspect that brings the "Tandem" best practice example from Italy is that it focuses on the integration of various groups of disadvantaged workers, including migrants and refugees. The support here comes from an external tutor that combines integration program, on-the-job training and the concept of peer-to-peer learning which includes work-related skills as well as transfer of tacit knowledge about organizational culture.

Another important aspect expressed as a need by the companies is that they would appreciate to be supported in building a positive image and improving their corporate social responsibility skills:

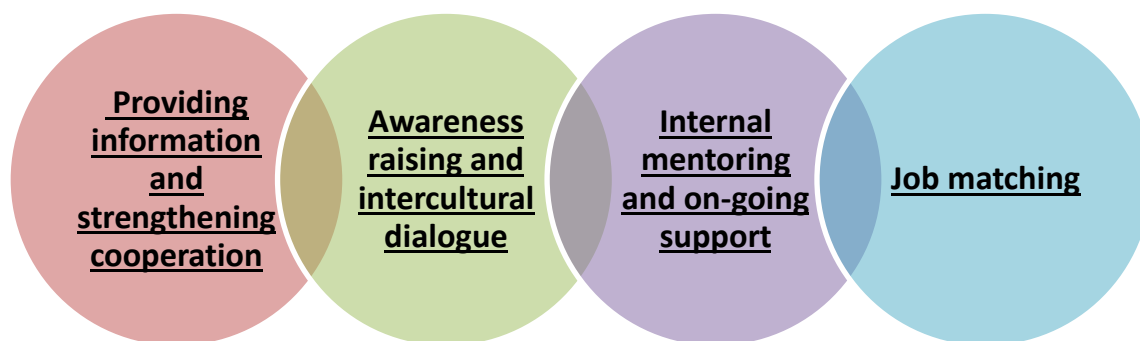
- Training on improving Corporate Social Responsibility by employing refugees (France).
- Big companies and organizations have to be informed about the opportunity of building a positive social image (Greece).



4. Job matching

Employers expressed their need of support in facilitation of the job matching processes that could be done by specialized job fairs, career forums, and exchange of information between different stakeholders dealing with labour market integration of refugees with emphasis on the specific role the HR agencies can play.

- Providing matching services between employers and NGOs working with refugees might be also beneficial (Austria).
- Facilitation of the job matching process via the organization of specialized job fairs and the joint design of alternative CVs to access skill sets outside of formal education. Here, the role of recruitment and HR agencies is considered very important as intermediary in the search and selection process and in terms of design of specialized training programs for both employers and refugees (Bulgaria).
- Companies consider the extension of vocational education and dual education programs to refugee communities as important in order to integrate low qualified people in the workforce (Bulgaria).
- Organizing career forums will enable employers and refugees to get in touch and to match their needs. This would help them to start building a healthy working “relationship” (Greece).
- The hiring of refugees seems to happen through personal contacts. None of the interviewees received a regular job application from the employed refugees. Companies who want to employ refugees therefore need to find a way to get into contact with them (job fairs that also target refugees) (Germany).
- Job matching would also help the integration process by showing enterprises that refugees/immigrants have the competencies they are searching for (Italy).



Graph 3: Training and support needs' clusters

Chart 15 represents the willingness of EU companies, who took part in the survey, to hire refugees. The results are unambiguous - 94% almost all of the enterprises don't plan to hire refugees in the near future. To put this number into perspective, we do need to mention, that the survey does not yield any information regarding the plans of employers to hire any staff during the next 12 month, at all, regardless of whether or not this new employee might be local. This information is not planned to serve in a discouraging way in the end of the research report but the other way around - to reinforce the importance why such a comprehensive training and support system, as it is planned in REST, is needed by EU employers. Based on this reality check – exploring the barriers and training needs – we can now offer a well-founded solution, called: integrated REST system.





4. Recommendations

Grounded in the research of the stocktaking phase in all the partner countries, the following conclusions are deduced to inform the REST comprehensive training and support system. Based on the barriers to employment analysis and the training needs research results, there are several components of training and support measures that could be taken in consideration. All of them could be used as separate modules or combined in various ways in modules upon the request and needs of the employers. They could be provided as training seminars or shorter workshops, face-to-face, individual support in the format of coaching sessions and also as online materials available at the REST platform. At this moment in time it needs to be emphasised that the following collection of recommendations for support measures for companies and refugees is derived from companies voiced needs. In a next step of the REST project it needs to be decided which of those needs can actually be addressed in the REST support system. The decision will be based on the expertise and area of influence that the project partners have. Also the REST target group needs to be considered. The REST support system is explicitly targeting employers – all support measures are therefore not targeting refugees directly.

Information package component may include:

- Legal and administrative aspects based on the respective countries' laws and administrative procedures of refugees employment;
- Information about employers rights and obligations, specificities of working contracts and social security taxes in the different countries;
- Information about support programs and funding measures that already exist and are provided by other stakeholders (governmental and NGOs). An approach might be to strengthen cooperation between employers and NGOs in the field and thereby profiting from their expertise;
- Information about different language training providers (network of language schools, training providers, associations) identified in each country;
- Information about vocational training providers that could support in regard to specificities of language terminology about different professions and further qualification possibilities;
- Basic information materials prepared for refugee employees in their languages, thus helping their smooth integration at the work place.



Awareness raising component may include:

- Information about the specific situation/background of refugees, why they are forced to leave their countries of origin, specificities in the different countries of origin. Knowing more about potential employee's background shows respect and encourage them to be eager about the local culture as well;
- Information about current situation and possible psychological traumata of future employees;
- Training on the benefits of hiring refugees;
- Training on building a positive company's image and improving company's corporate social responsibility (CSR).

Intercultural training component may include:

- Training companies' staff in intercultural communication skills and competences;
- Resolving conflicts across different cultures;
- Providing information about the local culture, customs and working specifics – working time, social insurances, working under the authority of a female supervisor, or working together with female colleagues, religious issues – praying times, Ramadan, etc.
- Providing information and addressing fears about different religions;
- Discussing different discrimination aspects and the roots of the general negative attitudes towards refugees in the society.

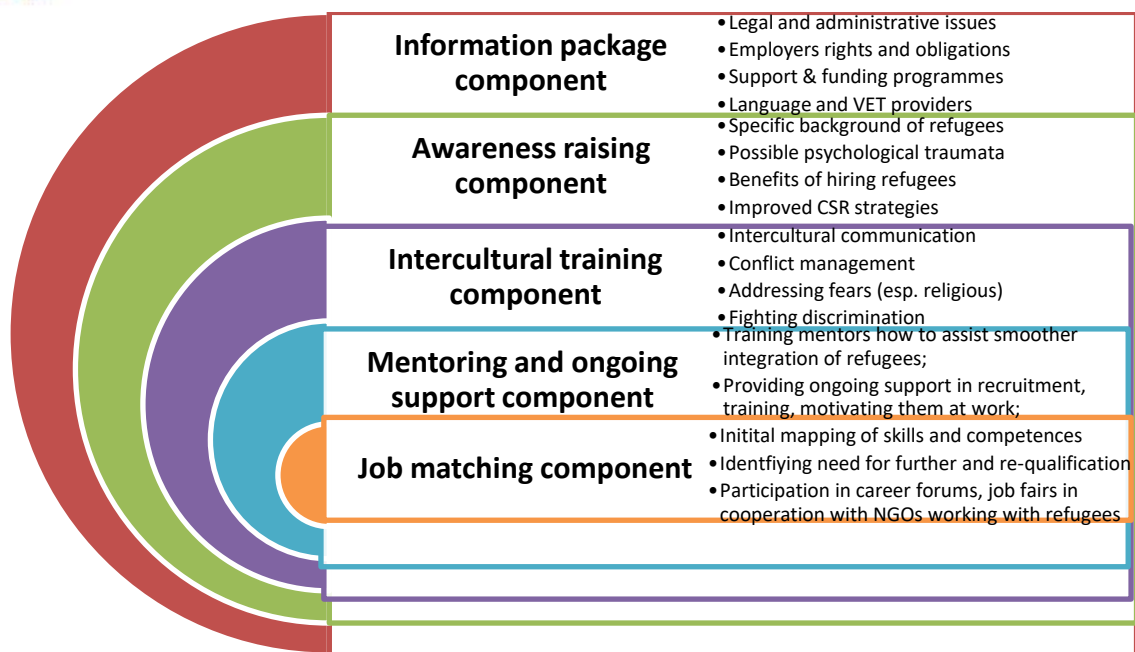
Internal mentoring and on-going support component may include:

- Training mentors to assist refugees in the companies to handle work-related tasks, cultural differences, etc. can make the adaptation phase smoother and easier and make it possible for the refugees to reveal their potential and expertise. The role of mentors could be undertaken by-workers, HR persons, General Managers in smaller companies as well as by co-workers with a migrant background.;
- Raising awareness about the need of on-going support after initial work placements to ensure long term employability. Companies expressed need to be supported from the information through guidance during the implementation process – recruiting, hiring, training, motivating, etc.



Job matching component may include:

- Involving HR agencies to facilitate the process in matching employers' needs and refugees' profiles in terms of skills, competences and previous experience. Such intermediary organizations (also online platforms) were identified as best practice examples in facilitating the connecting processes, especially when companies hire refugees for the first time;
- Providing HR instruments to assess and recognise skills in order to ensure the matching between the job requirements and the candidates' skills, even when refugees do not have proof of the qualifications (diplomas, recommendations, etc.) to avoid discrepancies between their country of origin's training and the expectations of the local labour markets;
- Early mapping of refugees' qualifications and capabilities should be encouraged in cooperation with different stakeholders in the field, to avoid long periods of unemployment and losing of competences and skills;
- Working on alternative CVs to access skill sets outside of formal education;
- Providing information about career forums, job fairs, events specifically targeting refugees;
- Working more closely with NGOs and community organizations that already support refugees and are aware of their needs, but also competences and training;
- Providing information about re-qualification or further qualification possibilities like computer literacy, foreign languages, basic economic knowledge, etc.



Graph 4: Training and support measures components



Annex 1: Best practice examples from partner 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 transparence 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

Austria

Institution

Sozialministerium/ESF/ Inklusionsassistentz

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 the best practice model/approach

- Number of involved companies
- 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



	Energie
Main activities of the best practice model/approach	<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:	http://www.stark-fuer-ausbildung.de

Best practice example 4: Integration manager to assist the matchmaking between employers and refugees.

Country	Germany
Institution	Landkreis Kassel
Year of good practice implementation and duration of the best practice	Job position was created in April 2015
General description of	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



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

Results of the best practice model/approach

- during the two years the Integration Manager placed 220 refugees in a traineeship
- 25 in an apprenticeship
- and 100 in a regular employment

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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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	This is a complete package for refugees with language training, professional training, housing and job contract.
Results of the best practice model/approach	This is a complete package for refugees with language training, professional training, housing and job contract.
Success criteria or obstacles for	<ul style="list-style-type: none"> • Training



the best practice model/approach

- Language learning
- Housing
- Social support

Further information can be found at:

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

Web/Social Media/...

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

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.

Comprehensive and global approach

Results of the best practice model/approach

Success criteria or obstacles for the best practice model/approach

Further information can be found at:

Web/Social Media/...

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

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:

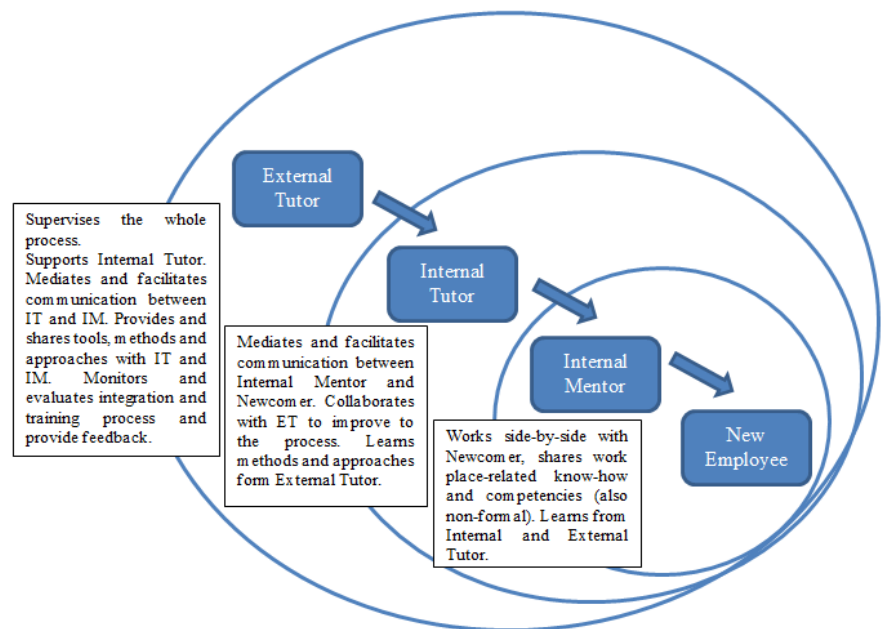
1. Analysis
 - Analysis of company's context and needs conducted by External Tutor who will subsequently propose tailored version of Tandem model.
 - Identifying recipients of the program – Internal Mentor and one or more Newcomers.
 - Identifying and engaging Internal Tutor (internal HR specialist/manager, 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

Further information can be found at:	http://cesie.org/en/in-action/formazione-professionale/clarity-manuale/
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Web/Social Media/...



Annex 2: Best practice examples from other countries

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	<ul style="list-style-type: none"> • Success criteria • Obstacles



model/approach	
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 asylum seekers launches/8677404



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 Rezanía
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) • "Diversity glasses gives us more attractive and more business opportunities." (Birgitta Bengtsson, Chairman, Danske Bank)



	<ul style="list-style-type: none"> • "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 • 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/...	<p>http://www.gaw.ch/dateien/Flyer_Integrationsberatung.pdf</p> <p>http://www.gaw.ch/Integrationsberatung-f%C3%BCr-Unternehmen.html</p>



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