



IN-WORKER

IN-WORKER WP2

**TRAINING HR AND TRAINING MANAGERS TO DETECT AND COVER
TRAINING NEEDS IN INTERCULTURAL WORKING ENVIRONMENTS**

**FINAL REPORT
SYNTHESIS VERSION**

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Introduction

In 2006, the EU27 had an overall net migration rate of 1.570.564 habitants. This accounts for 80 percent of Europe's total population growth (1,95 million of people in 2006). In absolute numbers net migration was largest in Spain (+611.345) and Italy (+377.468), followed by UK (+159.500), France (+93.567), Ireland (+ 66.749) and Belgium (+53.357). This pattern was not systematic, as there were net outflows (more persons leaving their national territory) reported in Lithuania, the Netherlands and Poland.

The three main reasons that drive the migration, (both legal and clandestine) to the EU are politic asylum, family unification and labour migration.

Considering Labour Market characteristics, Immigration, in so far as it constitutes additions to the labour force, increases the amount of available labour inputs in economy, thereby raises potential output and allows for faster sustainable growth. The participation rates of immigrants in the labour market are generally lower than those of native. The employment rate of immigrants is on average about fourteen percentage points lower than that of non foreign citizens.

Altogether, approximately 60% of the non-native workers were employed in "Hotels, restaurants and private households", "Manufacturing" "Construction" and "Business services" in 2002. On the other hand, the proportion of non-EU nationals was lower than the one of EU nationals in "Agriculture", "Financial services", and "Health and social work". As well as in public administration, defence and education, which has an institutional explanation.

This document is a report synthesis on research conducted among managers of small and medium-sized enterprises in the partnership countries within the framework of the project. Study was related to the processes linked to training needs analysis and planning of training in enterprises, the issues related to the integration of immigrant workers and the expectations of respondents regarding the IN-WORKER tool.

MAIN RESULTS

1.- CZECH REPUBLIC

The number of immigrants working in Czech Republic has been increasing in recent years, which means the Czech society has to adapt new approaches as it has been homogenous for years.

The documentary research indicates that there is a lack of knowledge and documents on existing practices or activities in the field of immigration workforce recruitment, training and labour integration. There is a lot of documents or activities on integration of immigrants in society in general, but only few of them are focused on their labour integration.

The lack of methodology and a very complicated system of work permits for foreigners result in existence of illegal labour market and system of hiring immigrants from suspicious agencies.

The knowledge of Czech language is crucial for integration of immigrants in Czech labour market. There are other key prerequisites of integration of immigrant workers:

Key prerequisites of integration of immigrant workers are as follows:

- 1) knowledge of Czech language
- 2) immigrant's orientation in society
- 3) immigrant's relations with co-workers
- 4) motivation to work
- 5) knowledge of legislation
- 6) knowledge of technical standards

There is lack of documents, analyses or tools for the prevention and detection of training needs among immigrant workers in Czech Republic. Information on cultural diversity, management in a multicultural environment, planning training process given in an easy and accessible way, as well as interactive tools to facilitate this process would be very useful.

Besides courses of Czech language, immigrant workers are interested the most in courses of computer literacy. Other important training tools are courses of motivation to work, where immigrants get familiar with legal framework of labour market, writing CVs and motivation letters, filling forms, testing job interviews etc.

2.- POLAND

80% of respondents told that they don't have human resources or recruitment department. This is quite surprising, but it can result from the fact, that rather smaller firms were asked. Six out of ten asked managers indicated that training activities are based on informal planning. Three of them answered, that this is a result of training needs' analysis, and one – subcontracting. The phenomenon proves that the majority of the enterprises do not perform any form of training needs analysis, and the process of training selection is often random.

The interesting fact is that nine out of ten asked told that the training, which they offer to their workers, is adequate and that it covers workers' training needs. It may suggest that the informal way of training planning means that the managers simply talk with their workers and ask them about preferences regarding training. However, it is not a professional method. Five out of ten managers is experienced in migrant workers management. All of them agreed that training is a good tool fostering the process of migrant workers integration within the enterprise.

Majority of the respondents answered that the immigrants have a “training gap” in comparison to native workers. As justification they mentioned, among others, that they do not have the specific knowledge about different aspects (culture, law, customs) of the country in which they work. Overwhelming majority indicated that there is a need of specific methodology regarding prevention and training needs identification among migrant workers. 80% of respondents think that multiculturalism is a common aspect in the world of entrepreneurs, whereas 20% consider it as an isolated issue in some sectors/regions/countries.

The fact that the half of respondents indicated, that they do not have sufficient experience in working with migrants, is worth mentioning. Most of them would like to participate in the course, which develops these abilities. The most frequently indicated areas of the training regarding this aspect were intercultural communication, immigrant workers training needs and social skills. As the most recent research has proven, Podkarpackie Region is not provided with such training.



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Taking into account human resources development, most of the respondents indicated following suggestions aiming to improve the level of migrant workers integration:

- integration classes / working in groups
- training
- common activities
- new language learning

Due to the lack of separate recruitment and training departments, managers dealing with these tasks would welcome the possibility to use a tool that facilitates staff training planning, with the inclusion of immigrants. Most of the respondents mentioned that they would like to be trained in the field of:

- Intercultural communication
- Training needs of migrant workers
- Social skills

3.- GERMANY

In order to compare the results at European level, it is necessary to draw conclusions from the questionnaire results. Regarding the results of the questionnaires it was figured out that 50% consider to or already do employ migrants on a low skilled level because of lower labour costs, a specific skill development or higher quality and flexibility regarding the employment. This becomes a trend within the employment policy which may continue to be more and more significant.

More data about this aspect shows us that 80% of the interviewed companies employ migrants, because they work in the international business and they can use their knowledge of foreign languages as well intercultural knowledge. 50% of the companies employ migrants, because they have the same skills and knowledge as non-migrants. Moreover, 90% of the companies said that professional competences of migrant workers are as important as language competences. The requirements regarding the employment are the professional skills and communication skills in German or, in many cases, English language.

The experience which has been gained is mostly positive. Regarding the qualification and skills of employees with a migration background, it was emphasized that the language is playing a very important role. 90% of the interviewed companies indicated that language competences are very important for the employment in their company and for the integration between the workforce.

Asked for the field in which foreign workers would need most training they indicated language training followed by training on vocational and professional issues. The need for an additional training of trainers was reflected by the answer to the question whether it would be important to improve the professional skills and qualifications of trainers for developing multicultural groups. More than 50% answered "yes".

75% of the interviewed experts indicated that they never had any kind of intercultural or diversity training and rate this as a very important. They see an additional need in the field of:

- Intercultural communication
- Conflict resolution
- Cultural diversity
- New ideas of language instruments
- English/German language training
- New technologies and intercultural aspects within companies
- New HR management methods



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More than 70% of the experts said that it is important to train all levels of the staff: the managers, the heads of the departments and other employees with multiple roles as well as employees without manager role in following areas: acceptance of cultural diversity, acceptance of different cultural backgrounds, methods of problem resolution in intercultural teams, sensitising for self-perception and outsider's perception, stereotypes and prejudices.

50% of the interviewed experts indicated that there is a necessity of specific methodology regarding the identification of immigrant workers training needs, helping to find the adequate training for each person/group of persons depending on the region of origin and their professional experiences.

Finally all experts were asked about the preferred teaching methods and study material type they use. Regarding the teaching methods it is possible to say that explanations, learning by doing, workshops and the use of case studies are favoured. As far as the materials are concerned, all respondents named printed materials as well as interactive media as being useful. Identification of needs can be done using both traditional and interactive tools.

4.- ITALY

Considering the first part of the interview related to the **processes of training needs identification within the company**, most of respondents have declared to have a department for Human Resources management or a person in charge of recruitment who mainly deals with Staff Recruitment, Salaries Policy, Training Policy, Sick leave and Holidays management.

Half of them plan training activities in an informal way, whereas the others perform a Training Needs Analysis through an external operator managed by the company's Quality Department.

The interviewees, who think that there is a lack of the appropriate tool to carry out a training needs analysis, give different reasons: they do not have a person dealing with training or the company deals with a technical work and the technical training should always be adapted to the new technologies used. In order to reach out the new challenges, everyone agrees that the new technologies and tools to plan training designed for HR managers are necessary.

The second part of the interviews was focussed on the new challenges in the process of training needs analysis within intercultural environments. Almost all of the selected companies have experience in employing immigrant workers. Among the difficulties they had to face are, above all, communication and socialization problems due to lack of the knowledge of Italian language (one of the immigrant worker resigned because of this), followed by bureaucratic problems such as driving licence conversion for extra-communitarian workers and stay permission renewal.

The respondents all agree that the training processes are a good tool for immigrant workers. They mention that training is a fundamental tool for all the workers, not only for those with migrant background. Moreover, it is useful to socialize with the other colleagues which helps to avoid misunderstandings and to ensure security in the workplace. Training in the company are aimed at the promotion and integration of immigrants, but should be addressed to all employees.

Contrary to what people usually think, immigrant workers do not have a training gap related to technical skills. However, the gap is related to the Italian language, especially the written form. They are often more skilful and reactive than native workers because they are used to manage on their own. Many of them are overqualified for the jobs they apply for because they often have a high level of education (such as master degree). The only common problem outlined by all of the interviewees was the knowledge of the Italian language.

Surprisingly most of the interviewees think that a specific methodology for the prevention and identification of immigrant workers' training needs is unnecessary because they already know what they need, their problems are clear and easily identified. Moreover, they believe that training should be standard for all the employees. Some of them rely on temporary job agencies that already know the immigrants training needs, their experience and qualification.

The main area where the persons tested would like to be trained seem to be:

- Intercultural communication and multiculturalism

Multiculturalism is a general trend in the business world, however it started within few sectors. Despite the growing popularity of multicultural diversity, information on the topic are still desired, and the respondents show, that having a tool for identifying training needs in these communities would affect the effectiveness of not only planning but also the employee integration itself.

5.- ENGLAND

Within the region, the South West Regional Development Agency has carried out extensive work on issues related to migrant workers in the food and drink industry, which is very important in rural areas.

Most immigrants work in the industry. Of those employed, the Workers Registration Scheme (WRS) estimates that nearly 70% of those registered work in administration, business, management, hospitality, food industry and agriculture.

The South West region has the second highest percentage working within agriculture, 23% compared to 13.2% nationally. There are marginally higher numbers working in hospitality, food industry, farming and health care than the overall average for the UK. Research conducted by the Department of Work and Pensions in 2002, showed that immigrant workers have both low and high skill levels. A large number of immigrants has acquired a significant level of professional qualifications before they came to a new country. In these groups, there is a high demand to learning English. Current Employment Research Institute report showed that the main barrier to immigrants is the lack of English proficiency.

Further research is needed in order to illustrate the national aspects profile of human resource management. Despite many studies conducted on this topic, most of the results are not available to the public.

The national picture, in relation to the research, is unclear to some extent due to lack of visible records. Such information are not available, associated with private companies or available only in areas of greater concentration of immigrant workers living in other parts of the UK.

With the creation of 25 Sector Skills Divisions, which have their own Academies of Arts, it is certain that the government's priorities are focused on the integration of immigrants in communities and relationships with employees.

SME managers admit that having a tool to identify training needs within the company would be useful and facilitate the integration process.

6.- SPAIN

Human Resources Managers play an important role in the country. In recent years, they became more aware of the benefits of employing this group, however not in the sense of saving resources, but in terms of companies' added value. Apart from direct experience, some national initiatives promote the benefits of the process of integrating the foreign workers into companies' staff. Spanish Red Cross has published a manual for Human Resources Managers indicating the potential of immigrants. It mentions, among other things:

- High level of motivation to work.
- Willingness to self-improvement.
- Capacity to face new challenges.
- Initiative and integration.
- Great level of involvement.
- Functional flexibility, to adapt to the needs of productive system.
- Geographical mobility.

Some non-profit entities working in the field, are organising seminars and workshops to exchange knowledge and to improve the awareness about immigrant collective's reality. These entities are also providing short courses to volunteers and other people interested in the subject.

In any case, a big effort must be done to provide private sector, and more precisely, companies' managers and intermediate leaders with training resources that will allow them to understand the potentiality of immigrant workers and to learn the administrative process required to be followed to contract foreign workers.

The last aspect is very important, as the process of recruiting immigrants requires the fulfilment of some legal and formal aspects. Initially, it was an informal process, where immigrants with work permits applied for job positions. But since 2003, when the immigration rate and contingent system were established, companies started to recruit employees originating from those countries which have a special agreement with Spain (Bulgaria, Romania, Morocco, Ecuador and Poland). Such method is considered very effective by companies that are interested in making the process easier.

In most cases, the managers recruiting immigrants are representing large companies that need to cover a high number of staff and that have the material and legal means to do it. Not always, however, they are experienced in working in intercultural environments. They also do not possess any of interactive tools designed to examine the training needs and training planning, and thus acknowledge, that the possibility of using such a tool, or at least testing it would be interesting.

Conclusions:

Stereotypes about ethnic groups or nations may play a role in the recruitment process. In this case, opinion about given group or country transfers onto a specific immigrant who is looking for work, as well as opinion about immigrants in general.

The development of a Diagnosis of Training Needs implies a series of tasks which are common for all the organisations, such as:

- Defining the mission of the organisation
- Developing a complete occupational analysis
- Establishing the competency contents
- Implementing the necessary tools
 - Observation
 - Questionnaires
 - Interviews
- Identifying the training gaps
- Planning the short and long term training needs
- Developing the Training Plan
- Establishing the evaluation parameters

The study of the competency profiles requires analysing, consecutively, three areas determined by the different job positions existing in a sector: objectives, tasks and required qualification for the job position. With regards to the objectives it is necessary to highlight the volume, distribution and current objectives of the existing and future job positions. Concerning the tasks, it is necessary to define the tasks that correspond to the current and future job positions, as well as their degree of priority and; lastly, referring to the qualification of the job positions it is necessary to outline the contents, values, attitudes, abilities and prioritisation of all these elements.

- Type of training requested by the workers.
- Methodology requested: face to face training, blended learning or distance learning.
- Main reasons for requesting this type of qualification.
- Experience in continuous training and learning degree obtained.
- Level of satisfaction and usefulness achieved with continuous training.
- Distribution of the qualification needs according to the priority degree
- Unachievable objectives in current circumstances.
- Transversal and specific qualification needs.
- Classification of the qualification needs that compose the organisational structure (professional category, functional unit, seniority, etc.).

As a result, it is essential that each sector and company defines its specific competency map basing on the reports elaborated at sectorial and intersectorial level.

So the flexible planning of training on the job position must take into consideration the following aspects:

1. Number and profile of the workers that need training at a given range.
2. Training path to be followed by the workers. The contents must be established in a training itinerary, defined according to the learning capacity of the workers and to the most convenient training.
3. Recruitment of trainer workers. Such recruitment must be done, after defining the qualification, the experience and the skills trainers need. In this sense, it must be clarified that workers who are more qualified in one field, are not necessarily those who have the best teaching skills. Then, training trainers in teaching skills is a good choice to seriously take into consideration in companies. It is also advisable to foresee a series of rewards, expressing the recognition of companies to their trainers by carrying out such an important task.
4. Duration of non formal learning activities and teaching frequency. It is necessary to design a chronogram where the training itinerary will be included and specifying who will be the trainers and who will receive the training.
5. Technical resources required by non formal learning activities.
6. Changes foreseen in the characteristics of the tasks workers need or changes in the organisation chart. The transfer from training to the job position can imply – and in many occasions it is desirable – modifications in the contents of the tasks, in the organisational structure, etc.
7. Techniques and indicators for evaluating non formal learning activities. An integral management of non formal training should conclude in the put into practice of evaluation activities, aimed at identifying the level of learning acquired, the difficulties originated, how it is applied and which is its impact.

Which are the activities that can be carried out within the company?

- Design of the welcoming protocol
- Contact with other organisations and resources (home search, census, social security, etc.)
- Elaboration of a social, cultural and work guide of the receiving region
- Intercultural mediation
- Accompanying and follow-up measures

Some of these activities may seem too basic, but if it is the first time the immigrant worker works in the receiving country he/she may not know the rights and obligations deriving from an employment relationship. For this reason it is advisable to reinforce the welcoming stage of any worker.

The start up of tools for the detection of training needs of immigrant workers requires taking into consideration the following guidelines (which also highlight the importance of training human resources managers and of training in this field):

- To promote innovative training plans containing aspects such as non verbal communication
- To design culturally mixed working groups within the company in order to promote communication inside and between departments
- To break the traditional division among qualified job positions for national workers and non qualified job positions for immigrant workers
- To start measures supporting the loyalty of immigrant workers up, basing not only in the economic aspect but also in the employment motivation.
- In this sense, it is necessary to not forget that considering only the personal achievement as a motivation for professional growth, individual achievement or employment success is a mistake, given that in other cultures work is not one of the priorities of people.
- To take profit of the organisational models from the management point of view, not forgetting the concepts of integration and personal satisfaction.
- To include positive action measures in management policies.
- To propose the distribution of the tasks within the company according to criteria strictly based in qualifications and not in the origin of the worker.
- To draft multilingual company training and information material.
- To involve all the workers in the participation in intercultural training initiatives.

The tool should assist in defining the training needs of workers and increase training planning process effectiveness through interactive elements (auto-save user's profile, generate group reports, resource planning). It should also include reference to the sources of information on cultural diversity, its management and describe the benefits of employing immigrant workers.