

**E.M.M.E.** promotes and fosters the integration **of migrants** in the labour market, through **the active involvement of companies and employers.**



**ENTERPRISES  
MEET MIGRANTS  
FOR EMPLOYMENT**

## **GUIDELINES ON DIVERSITY MANAGEMENT**

How to manage diversity  
at the workplace



Co-funded by the Asylum,  
Migration and Integration Fund  
of the European Union

**“Guidelines on diversity management:  
How to manage the diversity at the workplace.”**

Florence, July 2019

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## INTRODUCTION: **project presentation**

**E.M.M.E. - Enterprises Meet Migrants for Employment** is a project funded by the European Commission, DG Migration and Home Affairs within the Asylum, Migration and Integration Fund (AMIF).

The project duration is **from January 1<sup>st</sup>- 2019 until December 31<sup>st</sup>-2020** and its implementation covers three local contexts: **Italy, Scotland and Spain** thanks to the involvement of a transnational partnership composed of the following organisations: Cooperativa Sociale Il Cenacolo (IT - promoter of the project); CO&SO (IT); Adecco Foundation for Equal Opportunities (IT); Confcooperative (IT); Bridges Programmes (UK); Glasgow Clyde College (UK); Glasgow City Council (UK); Asociación Almería Acoge (ES); RAMBLA Abogados y Asesores (ES); Universidad de Almería (ES).

The main aim of E.M.M.E is to promote and foster the integration of migrants into the labour market, through the active involvement of companies. It will be possible thanks to an approach based on the **activity of local networks** composed by key actors in the fields of: socio-economic inclusion of migrants; vocational training; support and representation of companies.

At local level, the networks will co-operate on the implementation of activities aimed at employers and companies, migrants and professionals working in the field of labour market integration, in order to:

- **identify companies' needs** in terms of migrants' entry into the labour market
- **raise awareness** and provide tools to manage **integration and diversity** in the workplace
- **train professionals** on common EU methodologies and innovative tools to provide skills assessment (e.g. EU Skills profile tool for TCNs): <https://ec.europa.eu/migrantskills/#/>
- **provide migrants** with vocational training, based on companies' needs, to prepare them for access to the labour market
- **foster relevant matching between companies and migrants**, through placement opportunities and post placement support
- **recognise companies** who are active in the integration of migrants and promote the initiative Employers Together for Integration of the European Commission.

At European level, the project will involve:

- **companies** through needs analysis, focus groups and training in diversity management
- **tutors** (professionals working in the field of training and job insertion of migrants) that will be trained in methodologies and tools to profile and assess skills
- **migrants** which will benefit from vocational and language courses and active job search training and that will receive placement opportunities and post placement support in local companies involved in the project.

**The expected impact** will be achieved in the sphere of the employability and integration in the labour market of the beneficiaries through skills assessment, training at employee level, aimed at improving the professional skills of the beneficiaries and increasing the possibility of finding a more qualified job through a proper placement and post-placement support.

EMME approach is in line with the European Agenda for Migration which clearly states that Europe is a “safe place” for migrants, asylum seekers and people on International protection. The EU Agenda also specifies that Member States, EU Institutions, International and Third Sector organisations and local authorities need to work together to realise a common European migration policy. In particular, the 4th pillar, aimed at managing migration better, is to develop a new policy on legal migration. In this frame, the “EU needs the tools to identify those economic sectors and occupations that face recruitment or skill gaps” in order to facilitate access to work and foster integration in the workplace and the E.M.M.E. project is conceived in this direction.

## 1. Diversity management

### 1.1. Goal of the guidelines

This guide is designed **to share the lessons learned implementing experiences in inclusion projects and specific methodology** coming from E.M.M.E. Project. The goal is **to provide guidelines, conceptual tools and methodologies** that can be adapted to each context.

The intention is that they will be of use **both to organisations/NPO/enterprises that are just beginning to design their diversity path**, as well as **those who already have some experience and want to fine-tune their diversity & inclusion programmes**.

From this perspective, the diversity management approach proposed in this guide aims to go beyond a simple introduction to diversity and specific methodology to match needs of enterprises and beneficiaries.

It is conceived as an open ongoing dialogue with all the stakeholders (private and public networking - Operators/social Workers - HR/CSR Manager and beneficiaries) of the inclusion path.

## 1.2. Country involved: Social economic context

### **ITALY**

Since its unification in the 19th century, Italy has been a country of emigration, with millions of Italians migrating to the Americas and elsewhere in Europe for economic and political reasons. Against the historic backdrop of emigration, newer patterns have manifested, making Italy a destination for migrants, whether for permanent settlement or as a way station.

Shifting demographics that began in the mid-20th century translated into increased demand for foreign workers even as external factors, including the decline of the Soviet bloc, acted as push factors for migration toward wealthier countries, among them Italy. More recently, political and economic developments far beyond Italy's borders have brought inflows of asylum seekers and migrants from diverse regions, including Eastern Europe, sub-Saharan Africa, the Middle East, and Asia.

As a peninsula in the middle of the Mediterranean, Italy represents a logical passage for maritime arrivals who intend to move onward to reunite with relatives or find work in Germany, Sweden, and other Northern European countries.

Unlike today, refugees and asylum seekers were a negligible fraction of migration flows to Italy in the 20th century. In fact, historically, Italy has never hosted many refugees and asylum seekers compared to other European countries. This changed after 2011, when the Arab Spring and collapse of regimes in Tunisia and Libya led to a significant rise in the number of asylum seekers - a phenomenon called the North Africa Emergency. Italy received 37,000 asylum requests in 2011, and that number has been constantly increasing throughout the years up to 2015, as civil war in Syria and other humanitarian crises escalated and 154,000 asylum seekers and migrants arrived in 2015; 181,000 in 2016 and 120,000 in 2017. However, as in earlier years the majority of these were not from the countries struck by violence and unrest in the Middle East, but sub-Saharan Africa.

### **SPAIN**

The Iberian Peninsula, due to its geographical situation represents a natural bridge between cultures from Europe, Africa and the Mediterranean Sea that make up the rich historical and cultural heritage of the country.

In the last 30 years and thanks to the economic and social progress that followed the arrival of democracy (1978) and the incorporation of Spain

to the EEC (1986), Spain has turned from a country of emigrants and migratory transit, to a country of structural immigration.

A retrospective look at the migration data from the last three decades, confirm the existence of two well-differentiated periods in the evolution of migration flows in Spain.

The first phase, from the late 90s until 2012 is clearly expansive. There is an increase of people from foreign nationalities, from 2% to 12% of the total population in just over a decade – from 700,000 to more than 5.7 million immigrants. Such evolution was linked to the strong economic growth of the first years of the 21st century.

In the second phase, from 2013 up to 2017, there has been a constant decrease in the stock of the foreign population as a consequence of the economic crisis. That slightly increased in 2018 coinciding with the first signs of an economic recovery. According to national statistical data of 2018, 4.7 million foreign people were residing in Spain, meaning almost 10% of the total Spanish population.

The main effect of the migratory flows of recent decades has been the important transformation experienced by Spanish society, which has gained in volume, diversity and cultural richness.

Almería is located in the Autonomous Community of Andalusia, which concentrates 16% of the total of the immigrant population in Spain. The total population of the region of Almería is 706,672 people (2017) and the immigrant population – 137,561 people - has a great impact as it represents 19.47% of the total, almost 9 percentage points above the national average.

According to figures of the Economic Accounts of the Regional Accounting of Spain for 2015, Almería contributed in 1.19% to national GDP. The most important economic sectors are the services sector (67.09% of Almería's GDP) followed by agriculture (18.19%). Attending to the national agricultural GDP, Almería is the province with the highest representation with 7.75% of the total.

In this context, the most relevant national-regional instruments aimed at constituting a strategic and programmatic political and instrumental

framework to promote the integration of immigrants, applicants and beneficiaries of International Protection are the Strategic Plans of Citizenship and Integration developed by the Spanish Government and the Autonomous Communities. These plans established, amongst other things, measures aimed at promoting the management of diversity, the strengthening of human capital and equal opportunities to guarantee social cohesion.

Taking as an example the Strategic Plan of the Andalusian Government (2016), several objectives are established in different areas (social-labour area, inclusion and social welfare and education and training) aimed at improving diversity management at the workplace.

These measures aim to foster actions (conferences, seminars and other training activities) developed by local entities, universities, third sector, trade unions, employers' associations and chambers of commerce to promote diversity and cultural management, addressing both immigrants and representatives and employees of companies that hire immigrant staff, to facilitate the acquisition of intercultural, basic labour and immigration law competences, as well as values training to create a positive mood to immigration, recognition and respect for diversity (cultural, gender, age, etc.) and social integration.

In order to mention a concrete initiative, the Foundation CEPAIM is developing the successful Project Diversity Management in Professional Environments that provides the following services:

- Meetings and conferences organisation on diversity management.
- Development of didactic materials, face-to-face and online training course and experiential workshops in diversity management for representatives and employees of companies.
- Guidance in the development of Diversity Management Plans (internal and external) for companies.
- Support to HR staff in the recruitment of skilled and trained personnel.

## **SCOTLAND**

Scotland's population is continuing to grow after a period of stagnation, in 2017/18 the population increased by 4.3%. This welcome growth is not a result of natural change but is largely down to inward migration. Fair and Inclusive economic growth sits at the heart of the Scottish Government's Economic Strategy. To achieve the economic aspirations in Scotland it is essential that its major cities grow and prosper. Glasgow as Scotland's

largest city is a key economic driver in Scotland. Glasgow has also enjoyed population growth, with an increase in 2017/18 of 7.8%, equally as a result of inward migration rather than natural change.

As the first city in Scotland to welcome asylum seekers as part of the UK Government's dispersal programme, Glasgow has reaped the benefits that this diversity gives to its city. The benefits have been not only cultural but, also importantly, economical as it increases the labour market pool from which employers can draw from. As sectors such as social health care, child care, health services and hospitality face increasing recruitment and retention challenges, having access to an increased and diverse labour pool can help employers address these.

Both the Scottish Government and Glasgow City Council are striving to promote fair and inclusive work practices and actively encourage employers to adopt the fair work convention framework. This covers working practices and policies in the following five areas: • having a voice at work, • opportunity at work including increasing access to employment and progression in employment, • security at work including fair pay, • fulfilment at work and • respect at work.

The Glasgow Business Awards contain 2 awards specifically in relation to Fair Employers to recognise and value the contribution which employers make on providing a secure and respectful workplace and providing access to meaningful employment for a wide and diverse range of employees.

Despite a wide range of duties and legal responsibilities around the Equality Act and Discrimination in relation to employment, the employment rate for people from the BAME communities continues to be around 15% behind those from white communities. In recognition of this and to help improve employment opportunities for BAME communities, Glasgow through the Scottish Government's ESF employability pipeline has procured an expert provider to deliver employability support to these target groups.

## 2. Target: migrants: statistics and overview

### 2.1. General overview about job inclusion sectors and partnership experience

#### ITALY

5.1 million foreign citizens were enrolled on municipal population registers at 1st January 2018 (1.9% more than in the previous year, corresponding to 97,000 units), the equivalent of 8.5% of the total number of residents.

Foreigners in Italy come from 196 countries, with Europe accounting for slightly more than half. While in the 1970s and early 1980s migration flows were mainly from South and Central America and Southeast Asia, in subsequent decades immigration has diversified and flows from Eastern Europe and North Africa have become predominant. In 2017 Romanian citizens represented the largest foreign population group in Italy (23%), followed by Albanian and Moroccan citizens. Immigrations both of Chinese and Ukrainian citizens have increased significantly.

Of the total migrant population, approx. 2,500,000 in 2017 were employed of which 2/3 working in low-skilled jobs, this category includes a small group of seasonal workers, usually employed in tourism and agriculture. These workers usually arrive in July and stay until November, moving to different regions and provinces to work as farm labourers on several harvests.

**There is still a gap between unemployment rates among nationals and non-nationals:** in 2018 the employment rate of non-nationals aged 20-64 reached 64.4% as against 62.8% for Italians. The unemployment rate decreased among both nationals and non-nationals, though the latter still registered higher rates; conversely, the inactivity rate of non-nationals was still lower than that for Italians (28.8% as against 35.0%), with larger gaps in the South and Islands.

Despite the challenges, immigration and emigration are expected to retain a relevant role in Italian society, particularly concerning demographics. The Italian population, which has experienced a low birth-rate, is aging quickly. Migration has been essential in slowing this trend, as a number of studies have shown. In addition, a younger, more active immigrant population is essential for sustaining Italy's welfare and pension system. Finding the proper balance between the country's need for migrants and voters' negative attitude toward them will be a key challenge for Italian policymakers in the decades to come.

**At regional level** the resident immigrants at the end of 2017 were around 400 thousand, number which makes Tuscany the 6th Region in terms of foreign population in Italy. The greater part of migrant's population in Tuscany (2/3) is concentrated around the so-called "Toscana dell'Arno", an industrial area which is located among the provinces of Florence, Prato, Pisa and Arezzo. More than a half of migrants in Tuscany are European (53%), around 25% are Asian, 15% African (most of them related to the asylum seekers flows) and approx. 7% come from America. The first five nationalities are: Romanian, Albanian, Moroccan, Chinese and finally Filipino.

Tuscany shows a significant rate of immigrant employees in the service sector (57%), followed by industrial (28,4%) and agriculture (7%).

## FOCUS OUR EXPERIENCE AT LOCAL LEVEL

At local level Il Cenacolo is a social cooperative active in the field of integration of refugees and asylum seekers and it has developed a set of methodologies to facilitate their access to work in the local SMEs.

It has been promoter of a project granted within the Asylum, Migration and Integration Fund (call 2016) of the European Union: EU-ROADMAP.

The core activity of the project has been the implementation of a Guidance Desk in each of the 5 country involved, providing a reply to the needs of labour insertion of more than 400 migrants based in Florence, Glasgow, Graz, Leipzig and Thessaloniki.

Another important actor in the field of social inclusion is CO&SO, which through its associated cooperatives working on integration, has developed many projects (Beautiful Mind, SKILL BILL, etc.) to foster the labour inclusion of TCNs.

In the NCNA (Erasmus+ KA2) project the partnership developed a skills assessment model and a training for professionals working with TCN focusing on 10 job profiles in the most relevant employment sectors in IT, UK and ES.

The ECVET AGENT (Erasmus+) project developed a VET training for TCN in the agriculture field. These tools will be useful for the Profiling and Training activities in WP3. The INTEGR8 (AMIF) project applied a special approach to foster migrant women's civic commitment, this will be adopted in EMME to reach out TCN women.

## SPAIN

According to the Annual Report of the Banco de España, in 2018 “the Spanish economy slowed slightly compared to the positive path started in 2014. As a result, the recovery in activity continued for the fifth year running and the intensity of employment creation was maintained, which contributed to a further reduction in the unemployment rate”.

Since the start of the recovery, employment growth has been strong and has generated 2.5 million jobs, in net terms. In any case, a high level of unemployment and, in particular, of long-term unemployment is still notorious and constitute the main structural deficiencies of the Spanish labour market.

As to the immigrant population in 2018, there were 3.6 million people of immigrant origin among the active population in Spain. Of these, 2.8 million were employed and the remaining 766,000 were unemployed, that is, the Employment Rate for the migrant population was 55.94 % and the Unemployment Rate 23.57%.

From the above-mentioned data, it is observed that the population of immigrant origin is increasing in volume and weight in the Spanish labour market and, from the comparison of the indicators of activity, employment and unemployment of 2018 of foreigners with The Spanish population, we can state that the immigrant workforce presents basic differential features: (1) lower average age, (2) increasing heterogeneity due to other personal circumstances (origins, level of education and qualification, etc.) with an impact on their employment situation and (3) worse position than the indigenous population in the labour market, obtaining less qualified temporary jobs that are more sensitive to economic recessions.

Focusing on the region of Almería, according to the data published by the Ministry of Labour, Migration and Social Security for February 2019, 98,880 immigrants - around two-thirds of the total foreign population in the region of Almería are of working-age. From those, 61,497 are employed, 65% males, 35% females. The most relevant sector for immigrant employment is agriculture, absorbing 36,346 persons, figure that represents 57% of the total. The 85% of them come from a third-country (mainly Morocco). In this context, the majority of workers arriving in Almería cannot accredit their studies or have only passed the primary ones (30,953).

## FOCUS OUR EXPERIENCE AT LOCAL LEVEL

The Spanish partners of project EMME have a long outstanding in the fields of job inclusion of migrants and diversity management:

**Almería Acoge** supports migrants through counselling and effective labour market integration and raising awareness on positive attitudes to immigration as a social issue aiming to overcome racist, xenophobic or intolerant attitudes, promoting dialogue, pluralism and intercultural coexistence.

**The CEMyRI of the University of Almería** is mainly engaged in scientific research and transfer of innovation in the field of migration and intercultural relations, promoting the participation of the university community in the business environment in order to develop and strengthen professional skills through formal education and dissemination activities like seminars, conferences, etc.

**Rambla Business Solutions (RBS)** offers innovative training and materials to companies and also develops and implement educational and social projects in the field of job inclusion of migrants and diversity management. Some examples are:

- **Volutoring**: an Erasmus + project that aims: a) To foster social inclusion of low-skilled adult migrants in their recipient countries by building their literacy, numeracy and digital skills; and b) To elevate the level of support skills' building services to migrants by introducing a new tutoring methodology, facilitated by volunteers.
- **Workplace Basic Skills**: is an Erasmus + project which main objectives are: a) to improve literacy and numeracy skills in the workplace for low-level educated adults, especially refugees and migrants; and b) provide trainers with cultural and diversity competences by promoting democratic values into the basic skills training.

## SCOTLAND

Scotland recently launched its New Scot Refugee Integration Strategy with the intention to signal that Scotland welcomed refugees and that they are friends in our communities and colleagues in our workplace.

Glasgow signed a contract with the UK Home Office in 2000 to welcome and host asylum seekers. Since then Glasgow has hosted around 10% of the total UK applications made to the Home Office, and is delighted that once status has been granted many individuals have stayed in Glasgow and made it their home and workplace.

Whilst data collected on employment/unemployment is not collected on migrants there is clear evidence that in general in terms of ethnicity workplaces could and need to be more diverse to reflect the communities and customers they serve. Equally with the uncertainty posed by the UK leaving the EU many EU nationals are deciding to leave the UK. Employers are sighting difficulties and uncertainties in recruiting employees in sectors such as, agriculture, healthcare, social care, hospitality and construction. Therefore these sectors will increasingly offer potential employment opportunities for TCN migrants in Scotland.

## FOCUS OUR EXPERIENCE AT LOCAL LEVEL

The Bridges Programme is leading the way in Scotland as it works with migrants and employers and other stakeholders to encourage economic integration of migrants through appropriate employment. They have developed specific programmes to address shortages in teaching and construction and working with partners in health are delivering the Refugee and Migrant Medical Professional Programme which from 2019 will include nurses. Equally they have engaged with colleges to provide vocational ESOL in relation to social care and importantly engage with employers to address their skills and recruitment needs.

A further recent development is a new pilot funded by the Scottish Government which aims to establish a framework to recognise the skills and prior learning which migrants can use to articulate and validate their skills and experience to employers. The pilot is also engaging with employers to ensure that this framework will be accepted and have currency with them. This pilot is being developed with a wide range of key stakeholders both at national and local and regional level.

In the Scottish context **Bridges Programmes** is the only specialist agency supporting the social and economic integration and inclusion of refugees and migrants. In addition to delivering local programmes funded both by the Scottish Government and the EU through ESF provision, Bridges Programmes has been active transnationally for over 15 years. . Bridges Programmes is a particular expert in work shadowing and skills recognition methodologies.

Most recently they were a participant in AMIF project EU-ROADMAP promoted by Il Cenacolo. Bridges also took part in the NCNA (Erasmus+ KA2) project: the partnership developed a skills assessment model and a training for professionals working with TCN focusing on 10 job profiles in the most relevant employment sectors in AU, IT, UK and ES.

### 3. The role of enterprises in the inclusion process

#### 3.1. From CSR to diversity management framework

CSR is a very broad concept that addresses many and various topics such as human rights, corporate governance, health and safety, environmental effects, working conditions and contribution to economic development.



Gardenswartz & Rowe, *Diverse Teams at Work* (2nd Edition, SHRM, 2003)

A stakeholder model is represented by the Pyramid of CSR where the different stakeholders are affected by the different responsibilities. If the business is not profitable, economic responsibilities will directly affect employees and owners. Legal responsibilities are vital to the owners, but it is also necessary in the relation to employees and consumer stakeholders. Ethical responsibilities impact on all stakeholders, but most frequently they engage consumers and employees. The major effect of the Philanthropic responsibilities is on the community.

**Nowadays diversity management and inclusion of people with differences is a driver for the CSR strategy** for most of the companies.

The Diversity & Inclusion programme is finalised in the creation of an inclusive working environment that encourages the expression of individual potential and uses it as a strategic level for attaining the organisational aims: all people are part of a “common path” in which professional competence and skills are employed to strengthen the bonds with relational and human aspect.

**Diversity benefits** in the organisations are:

- Increased productivity: Diversity and Inclusion brings in diverse different talents together working towards a common goal using different sets of skills that ignites their loyalty and increases their retention and productivity.
- Increased creativity and Problem solving: With so many different and diverse minds coming together many more solutions will arise as every individual brings in their way of thinking, operating and solving problems and decision making.
- Attract and retain talent that add a competitive edge to any organisation.
- Feeling included and appreciated increases loyalty and feeling of belonging. The language skills pool is increased and propels organisations forward either to compete in the International global world or to increase its diverse customer base at home.
- Help to build synergy in teams and enhances communication skills that brings in new attitudes and processes that profit the whole team.
- Applying the proper diversity& inclusion management strategies does not only save money on litigation expenses generated by discrimination lawsuits but is the right thing to do for the business.
- It increases market share and creates a satisfied diverse customer base by relating to people from different backgrounds. (European Commission)

## 4. From theory to practice.

### Methodology of EMME project: need analysis through focus group and diversity outreach sessions

#### 4.1. Need analysis and focus groups with enterprises

The idea beyond the focus group in the EMME Project was having a participatory process about the content of the training path planned for beneficiaries and implanting an open dialogue and comparison about the real needs of different sectors coming from different enterprises. The focus group aimed to create a “synergy” between participants whereby all those present contribute in some way to the discussion.

Each session was attended by managers or HR staff of EMME network enterprises already contacted by the project partners. Focus groups have been conducted by a facilitator in order to reach the following goals:

- Define job profile competencies in several job sectors
- Identify skills shortage
- Specify job profile needs
- Identify post placement support required to employ TCNs.

## FOCUS: THE FOCUS GROUP METHODOLOGY

In recent years focus groups have become an established and accepted part of the range of methodological tools available to academic researchers but also in the assessment process or need analysis for training planning.

The increasing popularity of focus groups amongst social scientists is, in part, due to the fact that they are often perceived as more ‘cost effective’ than traditional methods and adaptable to a range of research approaches and designs. In addition, particularly for policy related research, focus groups are seen to yield large amounts of qualitative data in exchange for relatively little face-to-face researcher contact. It has been well rehearsed within the social science literature that focus group discussions constitute a type of group interview where, amidst a relatively informal atmosphere, people are encouraged to discuss specific topics underlying issues (norms, beliefs, values) common to the lives of all participants. (Parker, Tritter 2006)

The methodology was also involved with 5 conditions borrowed from World Cafè Methodology

**1 SETTING:** Create a “special” environment, round table/s covered with a checkered or white linen tablecloth, paper, coloured pens, and an optional “talking stick” item.

**2 WELCOME AND INTRODUCTION:** The host begins with a warm welcome and an introduction process, setting the context and putting participants at ease. Then every person introduces him/herself’s role and expectations.

**3 OPEN DIALOGUE:** Try to use open questions and a creative debate about the real needs of the enterprise (hard and soft skills) but also to understand the baseline characteristics (required) and negotiate the process of training.

**4 TIMING:** It would be useful to establish specific timing for every topic you’d like to deal with (1 hour about diversity, 1 hour about job profile analysis.) and at the end of each session giving a specific group feedback. These results are reflected visually in a variety of ways, most often using graphic or narrative recording.

Every focus group was delivered by a facilitator - the person who led each focus group and the tutor, the person who assisted the facilitator in each focus group, capturing a detailed account of participant input (narrative approach).

Before the implementation of the focus groups, partners shared a specific tool: the “group interview guidelines”) in order to detect the different job profiles in the sectors and establish an open dialogue with the enterprises from the beginning of the inclusion process.

The tool is really exhaustive and takes in consideration:

- description of job profile,
- competencies,
- specific and transversal skills (hard and soft),
- placement (contract or means for inclusion),
- process of tutoring and mentoring.

## 4.2. Workshop/outreach for enterprises about diversity

### **DIVERSITY: PRIMARY AND SECONDARY**

In order to plan a workshop, an outreach or speech about diversity inclusion, it could be useful **starting with a macro overview about the social context** (statistics about the population), **introduce the concept of primary and secondary diversity and the connection with the social cognition** (stereotypes, prejudices).

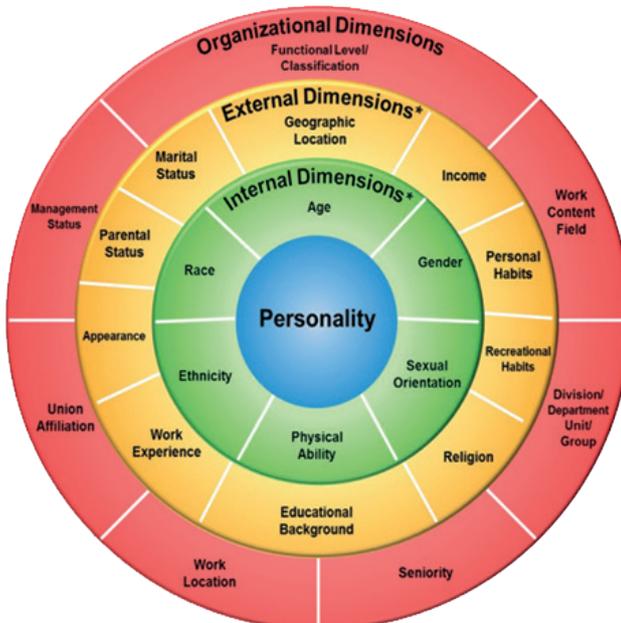
## DEFINITION

Diversity means the existence of peoples from different cultures, who speak different languages, hold different religious beliefs, rituals and practices, celebrate different holidays, take pleasure in different forms of entertainment, interact with family and friends in different ways, and enjoy different types of food and food preparation. Diversity also implies that people, because of the colour of their skin colour and physical appearance, are easily identifiable as different from the majority group.

Diversity: natural human being. Equivalence is just a social construction (De Masi)

Cultural diversity is a driving force of development, not only in respect of economic growth, but also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life.

**Understanding the dimensions of diversity help organisations become aware of, appreciate, and value diversity.** Four main models emerge from the research carried out in the area of diversity dimensions in the workplace. These are: diversity wheel, four layers of diversity, diversity iceberg, and the kaleidoscope perspective of the individual. The diversity dimensions which are most significant in an organisation are language, regional origin, religion, socioeconomic status, gender, ethnicity, and food habits.



Irrespective of whichever country or company one belongs to, in order to build a culture of diversity, the key is to respect the sensitivities of the local traditions and norms, understand the 'hidden' dimensions, and combine them with global organisational values.

## TASKS

- Diversity scan: diversity survey to HR, CSR manager, Welfare, Trade Union Representative in order to detect the level of diversity management in the organisation.
- Need review about diversity training.
- Delivery of diversity path,
- Content: theory about primary and secondary diversity, diversity management, stereotypes, prejudices in the organisation, corporate social responsibility, good practices and action plan.

It's really important mapping stereotypes and prejudices at different levels (individual, in the in-group, organisation and culture-society). Sources of prejudice and discrimination are often rooted in particular historical and social contexts, and are shaped by institutional structures and practices.

## 5. The perfect matching: the system approach

### 5.1. System approach: definition

**According** to an EU survey (2016), employers see good reasons to hire asylum seekers (where that is permitted) and refugees, but are uncertain about some of the practicalities. The most important factors hindering the labour market integration of refugees among EU member states are: legal and administrative barriers; a lack of institutional support or poor resourcing of available support; economic and labour market challenges; language; qualification and education challenges; social challenges such as discrimination and psychological barriers.

**Adecco Foundation for Equal Opportunities - Italy** has been placing refugees since 2008. Based on this experience and detailed analysis, they can rely on a specific methodology of inclusion path. The system approach involves multiple actors from public and private sectors and multilevel integrated actions. The two main pillars are:

### **1 VOCATIONAL CAREER EDUCATION FOR BENEFICIARIES IN ORDER TO EMPOWER JOB SEARCHING ACTIVITIES**

The underlying ideas of this approach are: humanistic idea of man/woman (Rogers, May), Life Design, Biographical approach and Resilience framework. The theory of career construction and its life designing counselling model endorse five pre-suppositions about people and their work lives: contextual possibilities, dynamic processes, non-linear progression, multiple perspectives and personal patterns. (Savickas).

The life-design framework for counselling interventions aims to increase client's adaptability, narrativity, activity and intentionality. The model assists individuals to formulate adaptive responses to developmental tasks, vocational traumas and occupational transitions. Resilience is biological, psycho emotional, social, cultural and educational. The process is allowing the resumption of a neo-development after a potentially traumatic event or critical situation. Resilience may arise, grow and develop only in the relationships with others because the capacity to adapt and narrate oneself cannot be put in place until significant bonds are created in an environment where the individual can meet what is called the tutor of resilience (B. Cyrulnik, 1999). The model provides a motivational, personal analysis, a work project including life experiences, positive attitudes and work ethics through several training and orientation sessions, either individually or in groups. The need analysis is one of the most important aspects in managing the inclusion process for beneficiaries. It's fundamental from the beginning co-planning the process directly with the "person of concern". Adecco Foundation tried to combine the classical theoretical framework about career education with the Community Based Approach (UNHCR). CBA motivates people in the community to participate in a process which allows them to express their needs and to decide their own future with a view to their empowerment. It requires recognition that they are active participants in decision-making.

## **2 OUTREACH SESSION FOR ENTERPRISES ABOUT DIVERSITY & INCLUSION**

The goal of the Diversity & Inclusion program of Adecco Foundation for Equal Opportunities is the creation of an inclusive working environment that recognises diversity as a business value and driving innovation, enhancing the company's and organisation's economic performance and competitiveness.

Nowadays diversity management and inclusion of people with differences is a driver for the Corporate Social Responsibility strategy for most companies. The outreach session about diversity are tailor made path by integrating theory and practice. The tasks involve: specific survey to HR, CSR manager, Trade Union Representative in order to detect the level of diversity management in the organisation, a need review their diversity training, delivery of diversity path (primary and secondary diversity, stereotypes, prejudices in the organisation, corporate social responsibility, good practices and action plan). The diversity session could be also an innovative training with the employees implementing theatre/storytelling/cooking laboratories. These activities are very important for the inclusion process of refugee because could make the corporate management more inclusive and awareness about the value of diversity.

The methodology underpinning the proposed activities is based on different theoretical frameworks, namely:

### LIFE-DESIGN FRAMEWORK FOR COUNSELLING INTERVENTIONS

It aims to increase beneficiaries' adaptability, narratability, activity and intentionality. The model assists individuals to formulate adaptive responses to developmental tasks, vocational traumas and occupational transitions. In addition to fostering adaptability, the interventions seek to increase beneficiaries' narrative competence in telling an autobiographical story and portraying their career and life with coherence and continuity.

### BIOGRAPHY-ORIENTED APPROACH

It encourages the acquirement of knowledge, skills and competencies from incidents, actions and activities. It has an especially positive effect on people with little or no access to formal learning environments, as it is often the case with refugee population.

By taking informal learning environments into consideration, competencies developed in informal life contexts can be included.

### CAREER EDUCATION / PROFESSIONAL COUNSELLING

It provides beneficiaries with knowledge of the labour market (legislation, health and safety at the workplace, different types of employment contracts), coaching (setting time priorities, goals, evaluate interpersonal skills, competencies, interests) and training (how to write a curriculum vitae, preparing for a job interview, types of communication, expressive behaviours).

According to our experience, facilitating self-reflection helps migrants recognising and capitalising on their experiences. This can result in effective skills audit and profile creation, which - along with job matching - can lead to positive employment outcomes. Similarly, understanding the local labour market and recruitment process helps develop realistic goals and an effective action plan.

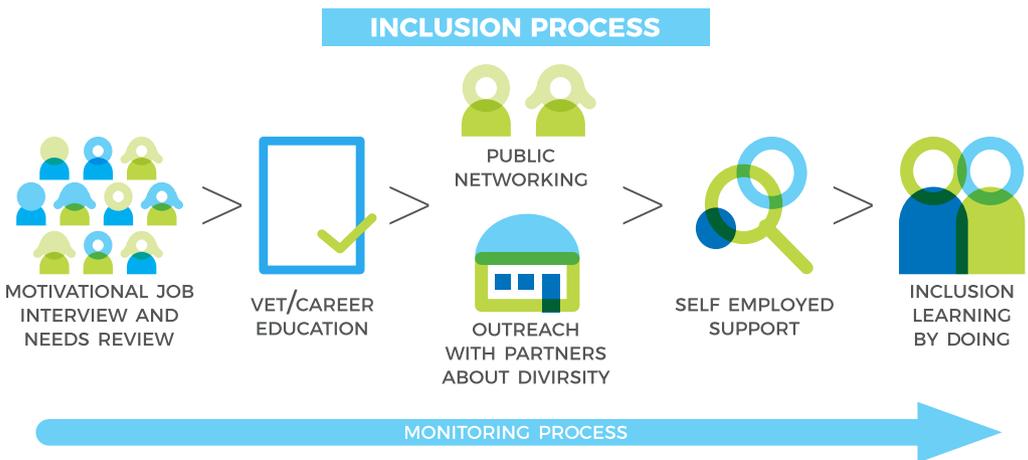
Besides offering specific vocational training to target groups in order to transfer technical skills, a vocational guidance path will involve employers from the partner companies in order to create a relationship with the beneficiaries and to add contents to the vocational guidance. Interviews with the employers from companies will be helpful to examine the competencies of the beneficiaries and to go deeper into their previous experiences.

## SPECIFIC ACTIVITIES

- Development of vocational guidance process: objectives, outputs, topics, contents and inputs of a training workshop (benchmark with other methodologies)
- Introductory meeting with beneficiaries: sharing goals and commitments
- Delivering of the Vocational guidance pattern: 1. Actively job searching (social network); 2. Job Interview role playing; 3. Job Channels; tools 4. Planning a professional project (action plan).

## TOPICS

Legislation - New regulation of the labour market - Conciliation policies - Types of contracts - Rights and Duties of workers - Health and Safety at workplaces - Work contract elements - Payslip: contents and reading - Consulting vocational guidance: aims to identify and build a professional objective, professional project and its action plan to realise it



## 5.2. The perfect matching

The key to validating competences within the migrant community, and a common factor in many approaches, is the **creation of a profiling tool which captures the existing skills and experiences.**

This can then be matched to either job profiles, or levels of knowledge and understanding matched to descriptors in qualification frameworks. The most successful methodologies should try to combine some or all of the following elements:

- Self Awareness (Reflection)
- Opportunity Awareness  
Employability Training, Work Placements/Internships)
- Decision making and assessment skills (Skills audits)
- Transition skills (Language support; Employability support)
- Skills, interests and values
- Knowledge of strengths and weaknesses
- Self-reflection on past employment and social elements
- General trends in the labour market including recruitment and research options (provided through employability support)
- Personal Priorities and short and medium term goals
- Reviewing a participant's position regularly
- Language of the employment sector
- Job vacancy information
- Barrier recognition
- Re-training and re-skilling awareness

The path can be enriched by an open day with a company (a visit in partner companies) in order to make the beneficiaries more aware and informed about the local labour market and its players.

### **The vocational guidance path will be useful to:**

- stimulate a reflection on the beneficiaries on their training and professional story, their skills and expectations and their resources or limitations, allowing them to gain self-awareness about their skills and to increase levels of self-determination and self-empowerment;
- support beneficiaries in identifying a clear and achievable professional goal;
- transfer useful information and skills to active job searching, in particular on draft CVs and submission letters, work services and active search channels, how to address a job interview and the purpose of training placements and orientation;
- strengthening the awareness of the beneficiaries involved, the rights and duties of workers, the current legislation and the contractual typologies relating to the labour market;

- deepen the vocabulary through specific Italian forms (“words of work”);
- offer beneficiaries the opportunity to make a comparison with companies (job roles often vary across countries )
- organising company open day in order to transfer useful information about organisations, roles, tasks, career paths, recruitment process, choice elements;
- involve companies, inform and raise awareness of the companies on the need to actively participate in Corporate Social Responsibility projects in order to increase the employment opportunities of the beneficiaries

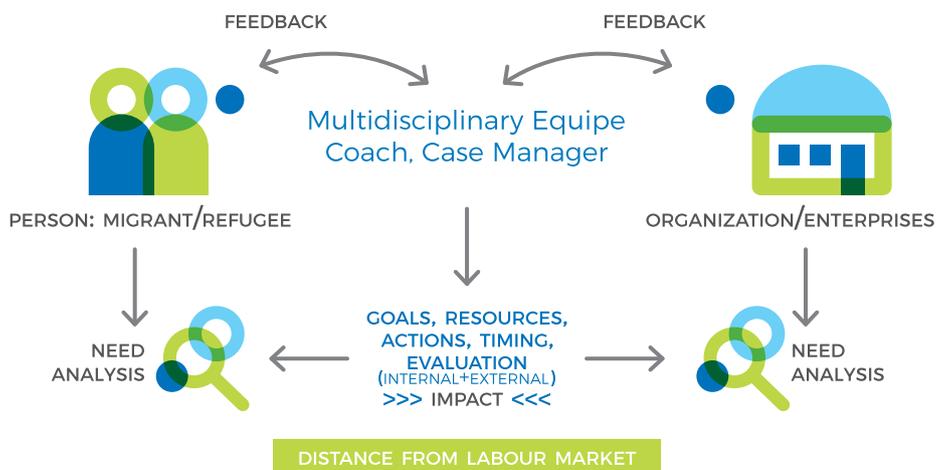
## CONCLUSION

From the beginning of EMME Project the “two different worlds” - Enterprises and Migrants start an ongoing dialogue where the enterprise are part of the vocational guidance path and migrants are part of the outreach sessions about diversity as key players.

In the system approach the actions are multilevel, multistakeholders and multidisciplinary with different actions and frameworks. Every inclusion path has to take in consideration the employability of the person and the environment of the organization. Both could be part of the diversity&inclusion process in order to match the same needs.

Increasing Employability: “Building on diversity” is the leitmotiv. The term “Building on Diversity” is used in this context as a shorthand way of describing a comprehensive approach to valuing the capacities and facilitating the social inclusion of those facing difficulties in entering, or remaining in, employment.

### Multidisciplinary | Multilevel | Multistakeholder | System - Approach



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