



IO1 Transnational research report

Desk Research Report



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1. Introduction

COME IN- Competencies in Enterprises on Integration is a two-year project co-founded by the Erasmus+ programme of the European Union. It is led by Landkreis Kassel in consortium with six more partners from Germany (BUPNET), Austria (Die Berater), Belgium (Trendhuis BVBA), Greece (Four Elements), Bulgaria (Catro) and Italy (CESIE). The COME IN consortium is composed of a multi-actor partnership among them countries that receive most refugees (“entrance countries”: GR, IT), countries where most refugees claim asylum (“target countries”: DE,AT), one country which has long term and rather critical experiences with integration (BE) and one member state which is yet rather unprepared for integrating migrants into the workplace (BG). 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 the care and integration of more than 1.000 refugees and at the same time for the economical development and capacity building in its region, labour market agencies, vocational and adult education providers from AT (die Berater), NGOs from the greatest refugee EU arrival countries (CESIE, Italy; 4Elements, Greece) that have a long reference list, in-depth experience with the integration of refugees and are founders of regional networks including regional employers and VET agencies. They will ensure that refugees’ needs and perspectives are fully taken into account and adequately addressed in COME IN. Their experience gained in their labour market integration work in Italy and Greece will be a valuable and essential input in the development of the COME IN training for enterprises/organisations. Moreover, two HR consultant agencies with expert knowledge about employers’ needs from BG (CATRO) and BE (Trendhuis) and an adult education and VET provider with considerable experience with trainings for our target group enterprises as well as with refugee integration courses (BUPNET).

COME IN aims to contribute to the efficient integration of refugees in the European labour market and to enhance employers’ competencies and willingness to hire and integrate refugees. The main result of the project is a comprehensive training and support system to facilitate the integration of refugees at the work place. The main target group is key staff in enterprises/organisations dealing with the employment of refugees and their integration, for example HR-managers/personnel administrators dealing with the application processes and



legal aspects of employing refugees or managers/team-leaders dealing with possible intercultural or psycho-social aspect during the integration process. The COME IN training will follow a holistic competence oriented learning and validation approach. Face-to-face workshops will deliver profound knowledge to successfully employ refugees, a training pack and an online learning space will complement the workshops. The theory will be transferred into concrete projects at the workplace in a follow-up pilot phase.

At the first phase of the project a transnational research report will be conducted and it will be the basis for the entire following COME IN project work. The 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
- Online survey on the barriers to refugees' integration and existing training and support needs of enterprises
- interviews with enterprises, researchers/policy makers/experts working in the area of integration

This document is focused on the best practice analysis based on the desk research of each consortium country. 36 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 COME IN project has been analysed in the part Findings.

2. Findings of the research phase

2.1 Analysis of good practices identified by CESIE

The identified good practices are training packages (n°1, 3, 4) or comprehensive guides (n°2, 5) developed to help enterprises integrate employees with migrant or ethnic background. They particularly focus on intercultural relations and competences except the French example which is more focused on workplace integration. The practices were funded by the public sector or European funds (programmes Leonardo da Vinci and Erasmus+).

Similarities:

- Often include a theoretical and a practical part based on non-formal and participatory learning
- The training courses remain adaptable (to the country's/enterprise's context and to the beneficiaries' needs).
- Different groups are targeted by the practices: from SMEs to large enterprises or training centers, from managers or co-workers to company directors or HR staff.
- At a methodological level, the practices always require the presence of a trainer; two of the practices require the role of tutor as well.
- Regarding the actors involved in successful implementation, the practices usually include internal and external actors: a trainer (internal or external), tutor and/or managers and some practices imply the participation of many stakeholders such as insertion advisors and external support/external professionals. Among many other qualities, it is often requested from the trainer and the tutor to have experience in the tasks they will be responsible for (the good practices generally include a description of their role and profile in order to help the enterprise selecting them) but the final beneficiaries also should have minimum competencies as they often have to speak the language of the host country.
- Clarity is the only practice that counts with employees without the knowledge of local language.
- The impact of the practices was observed in terms of improved competencies (knowledge of cultural diversity and better understanding of the colleagues). Positive

impact was noticed also at organisational level - good practices contributed to the improvement of overall well-being at the workplace and the atmosphere and climate was improved as the consequence of the projects' implementation.

Barriers:

- It was possible to find good examples of work-integration programmes in Italy as new practices are being gradually developed in line with the rising importance of refugees and migrants in Italian labour market. It can be noticed that most of the examples were implemented under European projects and were funded with public money.
- Despite more examples were found, only few details on the practices were available on the enterprises websites.
- It is also easier to find examples in large enterprises than in small ones as these often don't have the necessary financial resources to implement this type of projects. In fact, it seems that for now there are only a few initiatives of this type in Italy.
- Employment of workers with different cultural or migrant background is still seen as a relatively new phenomenon. On the contrary, training initiatives (such as language lessons) addressing directly migrants are numerous and much easier to find.

2.2 Analysis of good practices identified by CATRO

Generally, all organisations are providing the target group with language trainings and cover their living expenses. It has been noticed that every practice is locally implemented with the internal resources of the organisations and there is lack of cooperation between different stakeholders and on national level in order to achieve greater impact. Lastly, the turnover rates among refugees are very high in Bulgaria due to the fact that is a transit country where refugees stay approximately for 3 to 6 months.

Similarities:

- All good practices examples are aiming at the labour market integration of the refugees but also their integration into the society as a whole

- The organizations are providing the target group with language trainings and cover their living expenses
- Every practice is locally implemented with the internal resources of the organizations

Barriers:

- There are no good practices examples on national level for programmes/strategies that involve different stakeholders who work in partnership
- For refugees Bulgaria is a transit country and they do not see it as a place where they can settle and work for more than 3 to 6 months – the turnover rates among refugees are very high.

2.3 Analysis of good practices identified by Die Berater

Most of the initiatives focus on supporting refugees in finding a job but not their potential employers. The collected best practices have in common that they support the idea of developing a community, which is a way of dissemination for COME IN project.

Similarities:

- The network aspect is very largely represented in the analyzed best practices.
- They support the idea of developing a community.

Barriers:

- Knowledge sharing between companies is necessary because at this stage content-related support measures for Austrian enterprises are still very rare
- The most initiatives focus on supporting refugees in finding a job but not their potential employers, although the problem is well-known that a high number of hired refugees lose their position within the first three months of employment.

2.4 Analysis of good practices identified by TRENDHUIS



Found best practices are mainly projects, pilot programmes and mentoring which focus on training refugees and other disadvantaged groups offering internships and tools so as to integrate in labour market more quickly.

Similarities:

- Focus on the development of language and digital skills
- Mentorship is a way to bring refugees in contact with the right people, so that they get the right help on different fronts through guidance and counseling. They can help in developing realistic action plans and guide their mentees.
- Internships and traineeships are also common to the examples, as gateways to labour market.

Barriers:

- Lack of IT knowledge regarding refugees and disadvantaged groups

2.5 Analysis of good practices identified by Landkreis Kassel

Due to their content, the guidelines differ from each other. The guidelines of best practice no. 3, 4, 5 (all Germany) and no. 9 (United States of America) cover many different aspects and give more general information. In contrast, the best practice no. 1 (Germany) and no. 8 (United Kingdom) are focused on one aspect or more specified target group, like learning German in companies or like refugee teachers in Great Britain. Besides the non-personal approaches, we also found personal approaches during the research. Two best practices (“Refugees’ Day”, no. 2, and “Volunteer job mentor”, no. 6) for this kind of support take successfully place in the County of Kassel.

Similarities:

- Most of the presented best practices are supported by state and/or federal funding.
- The majority of the best practice examples meet challenges by giving information about how to employ refugees.

- Most of the examples are pdf guidelines/ booklets that provide the needed information.

Barriers:

- There are a lot of uncertainties and insecurities in companies about employing refugees.
- Especially for Germany, the legal status and work permission of the refugees are still an important and not well-known aspect.

2.6 Analysis of good practices identified by Four Elements

It can be noticed in the best practices examples that there is focus on the development of skills mainly with workshops, seminars and conferences. More specifically, the 4 examples of Greek best practices promote the development of a sustainable network of public and municipal libraries (No4), a 6-month paid employment to young graduates (No3), the creation of a tool for the electronic interconnection of specialized agencies aiming at the assistance of migrants/refugees/asylum seekers' integration (No1, No2).

Similarities:

- Need of language skills and computer training in the social groups of migrants and refugees
- There is focus on the development of skills so as to be easier for refugees to integrate in community
- The ways that have been used in the best practices examples in order to assimilate migrants and other disadvantaged groups in society, are workshops, seminars and conferences
- Another significant characteristic of the examples above is the job training
- Coaching courses are common in many programmes due to their effective character in integration

Barriers:

- 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.
- Lack of funds so as to provide computer and language courses

2.7 Conclusions

Comparing the cases of each consortium country, it is observed that businesses and organizations that are willing to integrate refugees and migrants, try to find systems and ways to assess the qualifications as well as to improve refugees' skills regarding practical aspects such as language, digital knowledge. The lack of knowledge in many levels it is evident and common to all countries from both sides.

More specifically, the barriers that have been detected were: language, recognition and assessment of skills, lack of motivation, lack of communication between private and public sector, limited knowledge and information. Furthermore, in most cases funding was employer's responsibility, donations and fees or by the European Commission. The absence of national institutions should be pointed out.

3. Recommendations

Below are demonstrated the recommendations that desk researches provide us so as to potentially used for COME IN project:

- **Company networks** by joining the communities that best practices examples have created or through **events and round-tables**, can be used for dissemination reasons but specially to make our product visible within the target group.
- The **Webinar approach** could be an opportunity to reach a high number of interested members of the target group with a minimal organizational effort.
- Training a **intercultural relations facilitator** in multi-ethnic enterprises to favor the integration of the workers with migrant background, facilitating work learning, relations and communication between them and co-workers/enterprise owner.
- Provide employers with a comprehensive **step-by-step guide** to favor the migrant workers' integration by helping the company owner and staff to manage the situation from the beginning.
- Include employers'/managers' **testimonies** about the integration of migrant workers.
- To ensure **flexibility and adaptability** according to the needs of the enterprise.
- Provide **templates of evaluation tools** to check if the learning objectives have been reached.
- Include the **results and advice obtained from the pilot version's evaluation** by the beneficiaries that can be taken in consideration to improve and adapt the training.
- Provide employers with **success stories** from EU and world giving emphasis on the **awareness raising process** – promote benefits of diverse work teams etc.
- Providing employers with such a handbook and/or good practices and showing proved model of training and its positive impact may also help “calm down” their fears related to hiring refugees.
- A **personal approach** seems to be appropriate and feasible
- Follow a **horizontal and holistic approach** by promoting lifelong learning and constant information not only for migrants but also for businesses.
- A **database** that companies have access so as to choose and hire migrants based on their profile.

Furthermore, some recommendations targeting refugees and other disadvantaged groups themselves are:

- **Job training** for migrants and refugees for a short-period of time, hence gaining work experience that businesses are searching for. This training can be an **internship, coaching courses** or focus **on language and computer skills development**
- Providing **recently arrived migrant with information** about the hosting country, culture, mentality, work standards etc.
- **Role-playing activities** of migrant workers, their co-workers and managers.
- **Multi-dimensional training** - theoretical, practical and at the workplace.

Annex 1: Best practice examples from partner countries

Country	Bulgaria
Institution	Aladin Foods <u>Sector:</u> Tourism, hospitality and restaurant services, catering
Year and duration of good practice implementation	Around 2007 – Ongoing
General description of the best practice	<p>Main goals: The main goal is to integrate Syrian refugees on the labour market in Bulgaria and fulfill company’s business needs or the need of more personnel for their fast food chain.</p> <p>Target group: 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>Funding & Actors: The funding is entirely the employer’s responsibility and he is the main actor in the process. No national institutions have been involved as the employer does not see an added value rather than an administrative burden.</p>

<p>Main activities of the best practice</p>	<p>The company provides entirely voluntarily and free of charge services to refugees such as:</p> <ul style="list-style-type: none"> • Initial financial support for the refugees and their families when they enter the country; • Free accommodation for the refugees who work in the production site of the company in Saedinenie (Plovdiv region) where the company has an accommodation availability for 250 refugees. • Professional opportunities as cashiers, cooks, cleaners and similar; • Funded by the employer opportunities to learn Bulgarian language; • Funded by the employer opportunity for educational or professional qualification; • Funded by the employer education for the refugees' children. <p>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.</p>
<p>Results of the best practices</p>	<p>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.</p>
<p>Success criteria</p>	<p>As success criteria could be defined any case involving refugees integrated in the labour market as well as being an equal part of the society.</p>
<p>Obstacles</p>	<p>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 that leads to the employer being fined. Aladin Foods has even been fined nearly \$ 8,000 because of two refugees who were not informed by SAR about the expiration of their temporary work permits and have not applied again to receive them.</p>

<p>How can we use this best practice in our case?</p>	<p>It is observed that the employer relies mainly on its contacts and network in order to integrate refugees on the labour market. Here the employer provides a complex integration support not only focusing on the labour market integration of the refugees but also their integration in the society together with their families. For the further development of the COME IN project it would be good to take in consideration this good practice in order to approach the topic holistically as Aladin Foods. However, Aladin foods did not established a partnership with Bulgarian institutions such as SAR in order to make the refugees integration more effective. This good practice can be analysed critically and provide recommendations from improvement such as: to establish the link between the business and institutions and support the cooperation between the parties. In addition, the recruitment, induction and mentoring practices can be improved in order to decrease the turnover rate among refugees.</p>
<p>Where can we find further information? Web/Social media</p>	<p>http://www.aladinfoods.bg/</p> <p>https://www.karieri.bg/karieren_klub/novini/2476823_kakvo_rabotiat_bejancite/?sp=1#storystart</p> <p>http://www.unhcr.org/bg/wp-content/uploads/sites/18/2016/12/Employment-for-Refugees-FINAL-BG.pdf</p>

<p>Country</p>	<p>Gotse Delchev, Bulgaria</p>
<p>Institution</p>	<p>Pirin-Tex EOOD <u>Sector:</u> Textile production</p>
<p>Year and duration of good practice implementation</p>	<p>2013 – ongoing</p>
<p>General description of the best practice</p>	<p>Main goals: The main goal is to integrate refugees from the SAR reception centers to the labour market in Gotse Delchev, Bulgaria and fulfill company's business needs or the need for more personnel in their production. The motivation of Bertmann Rollmann, the owner of the textile company Pirin-Tex, to start hiring refugees is that he cannot continue to look at the poverty and their</p>

	<p>separation from the society in ghettos but to offer them normal accommodation and an opportunity for development.</p> <p>Target group: Refugees from SAR (State agency of refugees) reception centers</p> <p>Funding & Actors: The funding is entirely the employer's responsibility. The company cooperates with SAR and especially with the social workers in the reception centers with which they organise short interviews on the spot.</p>
Main activities of the best practice	<p>In cooperation with State Agency of Refugees (SAR) staff and social workers, the company recruits personnel directly into the reception centers of SAR, providing translation of job advertisements and conducting interviews with people on the spot. The enterprise has its own training center that is based on the dual education system. In addition, Pirin-tex offers individual support (including free accommodation for refugees; utility bills payment for the first 6 months of employment) as well as additional language courses for new employees. The management also supports its refugee staff by cooperating with the municipality, the schools and the police, in order to facilitate the dialogue between employees and local authorities.</p>
Results of the best practices	<p>4 refugees are currently working for the company more than 1 year and they are fully integrated in the society.</p>
Success criteria	<p>As a success criteria could be defined any case involving refugees integrated in the labour market as well as being an equal part of the society.</p>
Obstacles	<p>It is observed one of the main obstacles that the company faces in low retention rate of employed refugees. Out of ten employees, nine decide to go to other countries and look for opportunities there and only one young man chose to stay and settle in Gotse Delchev. According to Pirin-Tex, the decisive factor behind his stay is that he has managed to build links with the local community.</p>
How can we use this best practice in our case?	<p>The employer has established a good partnership with SAR and has shorten the communication between the company's job opportunities and the refugees. In addition, the dual education system helps refugees to learn and practice in one and a same time which as a proven induction approach that can be taken in consideration into the implementation of the COME IN project. However, it is observed that from the hired and trained employees, there is a pattern that most of them are leaving the company and the city, and look for new opportunities in</p>

	Western Europe. This good practice can be analysed critically and provide recommendations from improvement by evaluating employer's recruitment and mentoring practices and set structured approach that will decrease the turnover rate among refugees.
Where can we find further information? Web/Social media	https://www.pirintex.com/ https://www.karieri.bg/karieren_klub/novini/2476823_kakvo_robotiat_bejancite/?sp=1#storystart http://www.unhcr.org/bg/wp-content/uploads/sites/18/2016/12/Employment-for-Refugees-FINAL-BG.pdf

Country	Novi Iskar, Bulgaria
Institution	Convoy World <u>Sector:</u> Manufacturing of consumer goods
Year and duration of good practice implementation	Not defined starting date. Currently ongoing.
General description of the best practice	<p>Main goals: The main goal is to integrate refugees on the labour market in Bulgaria and fulfill company's business needs or the need of more personnel in a region which has low demographic statistics.</p> <p>Target group: Refugees from SAR reception centers</p> <p>Funding & Actors: The funding is entirely the employer's responsibility. The Convoy management has established excellent communication with the State Agency for Refugees, the BRC Refugee Integration and Information Center, Caritas and other organisations promoting vacancies through social workers.</p>

Main activities of the best practice	The company offers support for relocation in the form of housing provision against reduced rent, transport costs and a flexible working hours. Moreover, the management has helped some employees to enroll their children in the local school.
Results of the best practices	Of the initially hired 20 refugees, one woman and two men remained in the company.
Success criteria	As a success criteria could be defined any case involving refugees integrated in the labour market as well as being an equal part of the society.
Obstacles	The company has pointed out the main obstacle are the severe administrative procedures and the slow response of local institutions with regard to the recruitment and employment of refugees.
How can we use this best practice in our case?	The employer has established a good partnership with different NGOs and institutions on national level and cooperate effectively for the labour market inclusion of refugees. Here the network and cooperation between different stakeholders is a key factor which have to be addressed in the COME IN implementation (e.g. dissemination among wider public; training aterials not only for employers but also for NGOs and reception centers, etc.) However, it is observed that from the hired employees, there is a 85% turnover rate among refugees who are leaving the company and the city, and look for new opportunities in Western Europe. This good practice can be analysed critically and provide recommendations for improvement such as employer to evaluate its recruitment, induction and mentoring practices and set structured approach that will decrease the turnover rate.
Where can we find further information? Web/Social media	https://www.convoy-world.com/ http://www.unhcr.org/bg/wp-content/uploads/sites/18/2016/12/Employment-for-Refugees-FINAL-BG.pdf

Country	Sofia, Bulgaria
Institution	Human in the Loop (HILT) <u>Sector:</u> Outsourcing (BPO)
Year and duration of good practice implementation	2017 – ongoing
General description of the best practice	<p>Main goals: HITL is based on the model known as "Impact Sourcing", or socially responsible outsourcing, which aims to connect refugees with digital remote work and helps them move out of poverty.</p> <p>HITL is a social enterprise based in Bulgaria that employs and trains refugees to provide data services to companies to train and test their ML algorithms. Companies who outsource to HILT their needs for data collection, categorization and cleaning, image annotation, transcription, OCR, etc. they can focus on building their models and scaling their businesses, knowing that they are also making a positive social impact by giving work to vulnerable groups such as refugees.</p> <p>In contrast to traditional outsourcing, which may require higher levels of education, impact sourcing focuses on tasks with lower and moderate skill requirements. These are also known as "microwork," or "human intelligence tasks".</p> <p>Target group: Based in Sofia, Bulgaria, HITL trains and plans to employ refugees and asylum-seekers who would otherwise not have access to the labour market. By providing them with ongoing training in English and computer skills, HILT aims to "upskill" them and open the doors to digital jobs. In addition, refugees work side by side with locals, which facilitates their integration in the host society.</p> <p>Funding & Actors: The organisation is funded by donations and the fees that they collect for the work done for the corporate clients.</p>

<p>Main activities of the best practice</p>	<p>The organisation offers Data Categorization, Data Collection, Image Annotation and keywording, Content Moderation, Search Relevance and visual search comparisons, Transcription and Translation of text from languages such as Arabic, Pashto, Kurdish to the corporate clients. On the other hand, it offers to refugees and migrants digital and language skills development and overall society integration in Bulgaria.</p> <p>At the moment, the organisation in partnership with Bulgarian Red Cross organises computer and English language course for refugee women. The course aims to improve the professional skills of the participants and to provide them with new employment opportunities. Many refugee women are house wives and have little professional experience, and computer skills would enable them to find a job in Bulgaria or work remotely from home, be more informed and self-sufficient, and more connected with the global community and society generally.</p>
<p>Results of the best practices</p>	<p>The start-up is relatively new and from its start in 2017 has already organised and implemented a computer skills training in which 10 refugees took part. Now it is expected all of the learner to sign a contract with HILT and start their career realisation.</p>
<p>Success criteria</p>	<p>10 refugees were trained and currently preparing for their labour market integration.</p>
<p>Obstacles</p>	<p>The main obstacles that were faced by HILT are the severe administrative procedures and the slow response of local institutions with regard to the recruitment and employment of refugees.</p>
<p>How can we use this best practice in our case?</p>	<p>HILT has established dual education programme that helps refugees to learn, work and integrate in the society, and also an alternative employment that does not require integration into corporate environment. COME IN team can analyse the learning on the job model and take good practices from HILT that can be transferred to bigger companies.</p>

<p>Where can we find further information?</p> <p>Web/Social media</p>	<p>https://www.facebook.com/humanintheloop.bg/</p> <p>http://www.balkaninsight.com/en/article/refugees-seek-media-platform-to-change-bulgarian-minds-11-05-2017</p>
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<p>Country</p>	<p>Austria</p>
<p>Institution</p>	<p>Ministry of social affairs/ European Social Fund</p>
<p>Year and duration of good practice implementation</p>	<p>Start of implementation planned in 2018</p>
<p>General description of the best practice</p>	<p>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.</p>

<p>Main activities of the best practice</p>	<ul style="list-style-type: none"> • 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
<p>Results of the best practices</p>	<ul style="list-style-type: none"> • The “Inklusionsassistentz” will start later this year (2018). That means, that no results can be presented so far.
<p>Success criteria</p>	<ul style="list-style-type: none"> • 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 • Improving labour market figures
<p>Obstacles</p>	<p>Political development in Austria are heading in a direction where initiatives to support migrants and refugees are not supported in the same way as it was the case in the last few years</p>

How can we use this best practice in our case?	<ul style="list-style-type: none"> • <i>Come In</i> could be part of the planned network • Contacts of interested companies could be shared • From the perspective of an interested company the <i>Come In</i> products could be seen as a supportive or an additional resource in direct connection with the “Inklusionsassistenz”.
Where can we find further information? Web/Social media	http://www.esf.at/esf/2017/02/17/ausschreibung-pilotierung-der-investitionsprioritaet-gleichstellung-von-frauen-und-maennern-2/

Country	Austria
Institution	MTOP – More than one perspective
Year and duration of good practice implementation	on-going

<p>General description of the best practice</p>	<p>MTOP is a social enterprise which was founded in 2016. The company aims to show the potential of successful refugee integration, while also demonstrating the advantages of a diverse workplace. This is done by developing trainings and initiatives to support both sides employers and job seekers.</p>
<p>Main activities of the best practice</p>	<ul style="list-style-type: none"> • Associate programme <ul style="list-style-type: none"> ○ MTOP provides 200 hours of personalized guidance for refugees interested in entering the labor market. Through skills training and workshops, MTOP Associates are provided the opportunity to contribute to the societies they live in, as well as play an active role in their own integration. MTOP mentors assist refugees in building a professional network for accessing employment opportunities • Training for employers and job seekers <ul style="list-style-type: none"> ○ Labour Market Integration ○ Cross-cultural dialogue ○ Case studies (learning by studying and discussing real life cases related to the integration of immigrants in the labour market) • Additional activities <ul style="list-style-type: none"> ○ Mentor programme ○ Coaching
	<ul style="list-style-type: none"> • Companies can gain experience in integrating refugees while being supported by a professional partner

Results of the best practices	<ul style="list-style-type: none"> • Refugees generate valuable skills which for the integration in the company and in the culture of their host country • A community of refugees (who need support), refugees (who provide support) and innovative and open minded enterprises rises
Success criteria	<ul style="list-style-type: none"> • Percentage of participants (job seekers) who entered the job market • Number of further education and coaching hours provided • Number of hours of exchange between mentor and mentee • Facebook reach
Obstacles	Refugees who want to use the service have to go through a application process
How can we use this best practice in our case?	<ul style="list-style-type: none"> • We should try join the community <ul style="list-style-type: none"> ○ Use the business contacts
Where can we find further information? Web/Social media	http://mtop.at/en/projekte/

Country	Austria
Institution	refugeeswork.at

Year and duration of good practice implementation	<p>on-going</p>
General description of the best practice	<p>refugeeswork.at is a social enterprise that pursues the goal of creating equal chances on the labour market for migrants.</p> <p>It is a jobplatform which specialized in bringing refugees and companies together. It offers various support measures for job seeking refugees and interested companies. Their mission is to make refugee's potential accesible to the labor market & to break down negative stereotypes towards refugees.</p>
Main activities of the best practice	<ul style="list-style-type: none"> • Provides legal information for employers related to the recruitment and hiring of refugees • Delivers specific tools for the recruitment of refugees <ul style="list-style-type: none"> ○ List vacancies ○ Talent search
Results of the best practices	<ul style="list-style-type: none"> • Create a community of refugee friendly companies and job seekers with refugee experience
Success criteria	<ul style="list-style-type: none"> • Improved situation of refugees on the labour market • Improved legal knowledge of companies interested in hiring refugees

<p>Obstacles</p>	<p>Refugees have to join “telegram” to actively search for jobs. Telegram is a social media with similar functions to whatsapp.</p>
<p>How can we use this best practice in our case?</p>	<p>Legal information for hiring refugees could be very valuable We could use the contacts to refugee friendly companies We could interest them in our product in order to get support Dissemination</p>
<p>Where can we find further information? Web/Social media</p>	<p>www.refugeeswork.at</p>

<p>Country</p>	<p>Germany</p>
<p>Institution</p>	<p>Netzwerk „Unternehmen integrieren Flüchtlinge“</p>
<p>Year and duration of good practice implementation</p>	<p>On-going</p>

<p>General description of the best practice</p>	<p>„NETZWERK Unternehmen integrieren Flüchtlinge“ is an initiative of German the chamber of commerce which delivers support for companies interested in hiring refugees.</p>
<p>Main activities of the best practice</p>	<ul style="list-style-type: none"> • Development of a community of companies interested in hiring refugees • Deliver information about legal issues regarding the employment of refugees • Deliver information about refugee integration initiatives • Delivers best practices and opportunities for cooperation between companies • Delivers information about how to assess competences of refugees • Supports new employees (refugees) and domestic employees in the integration phase (after the employment contract has been signed) • Uses webinars to deliver information
<p>Results of the best practices</p>	<ul style="list-style-type: none"> • Improved labour market figures • Improved knowledge of companies related to leveraging the new workforce represented by refugees

Success criteria	Developing a network which can make a positive difference regarding the use of the so called refugee crisis as basis for success not only of one company but the whole economy
Obstacles	-
How can we use this best practice in our case?	Use the company network Dissemination activities Use of webinars
Where can we find further information? Web/Social media	https://www.unternehmen-integrieren-fluechtlinge.de/netzwerk/ueber-uns/

Country	Germany
Institution	IQ Netzwerk Niedersachsen (IQ Network Lower Saxony), Volkshochschule Braunschweig GmbH
Year and duration of good practice implementation	2014 – still ongoing

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>IQ 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 inhouse trainings on how to facilitate the technical language used in enterprises.</p> <p>The target groups are companies, chambers of commerce and educational provider.</p> <p>The guideline is part of the funding programme “Integration by Qualification” of the German Federal Government (Bundesministerium für Arbeit und Soziales and Bundesministerium für Bildung und Forschung) and the Federal job center.</p> <p>Contact partner and responsible for the guidelines is Wilhelmine Berg, staff member of Volkshochschule Braunschweig GmbH.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>The published leaflet “Deutsch habe ich im Betrieb gelernt“ (“I learnt German at work”) 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</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>More than 2500 guidelines were disseminated.</p> <p>There are still (February 2018) training offers in Lower Saxony with this topic.</p> <p>A company manager testified that the language and training courses as well as the guidelines helped to facilitate the language in the enterprise and evoked communication awareness; as a result a better communication atmosphere was created in this organisation.</p>
<p>Success criteria</p>	<p>Motivation and willingness of the participating companies.</p>
<p>Obstacles</p>	

<p>How can we use this best practice in our case?</p>	<p>Language competences of refugees are one of the main obstacles that companies see in employing refugees. It is very evident that COME IN cannot provide language courses, but this approach might be helpful to empower companies to assist refugees in-house. Companies can be prepared to facilitate their working/technical language. This is a very interesting aspect on how “language” could be integrated in the COME IN approach.</p>
<p>Where can we find further information? Web/Social media</p>	<p>http://www.netzwerk-iq.de/fileadmin/Redaktion/Downloads/IQ_Publikationen/Thema_Sprachbildung/Deutsch_habe_ich_im_Betrieb_gelernt_2_.pdf (German version) http://languageforwork.ecml.at/Portals/48/ICT_REV_LFW/Brosch%C3%BCre_english_I-learnt-German-at-work.pdf (English version) http://www.migrationsportal.de/projekte-partner/interkulturelle-vielfalt/berufsbezogenes-deutsch</p>

<p>Country</p>	<p>Germany</p>
<p>Institution</p>	<p>Landkreis Kassel</p>
<p>Year and duration of good practice implementation</p>	<p>Since March 2017</p>

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The Landkreis Kassel has initiated and delivered five “Refugees’ Day” in 2017 in different regions of the county. During the Refugees’ Day, refugees have the possibility to attend for one day in an enterprise. The refugees work in an enterprise to learn a bit more about the working day and labour market in German enterprises. The employers of the enterprises can meet potential employees. This opportunity offers the refugees as well as German enterprises to get to know to each other.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>The Landkreis Kassel connects refugees and German enterprises, searching for employees. Before the day, the interested refugees write a CV and a profile. With these information a working group identifies potential working fields and looks for possible enterprises in the near of the refugees’ living place. The whole process is documented in a WhatsApp group. At the Refugee day, the refugees attend and work for one day in one of the participating enterprises. The Refugee Days ends with a conversation to identify and plan the next steps, e.g. to apply for an internship or a job.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>More than 175 refugees have participated so far in the Refugees Day. 35 of them started afterwards a long-term internship, and 8 refugees started an apprenticeship.</p>
<p>Success criteria</p>	<p>Other local authorities and the Minister for Labour and Social Affairs are interested in that project.</p>
<p>Obstacles</p>	<p>Finding enterprises and matching the refugees with the enterprises is time-consuming.</p>
<p>How can we use this best</p>	<p>The personal contact between refugees on the hand and enterprises/ employers on the other hand is important to lower the barriers, to demonstrate the skills and knowledge as well as new potential employers.</p>

practice in our case?	We could use this personal contact for our case, e.g. recommending it in our training material or searching for more local initiatives and disseminating the contact data.
Where can we find further information? Web/Social media	http://www.wegweiser-kommune.de/projekte/kommunal/landkreis-kassel-tagespraktikum-am-refugees-day http://www.landkreiskassel.de/cms09/aktuelles/presse/0150460/index.html

Country	Germany
Institution	Charta der Vielfalt e.V. in cooperation with the Commissioner of the Federal Government for Migration, Refugees and Integration (Beauftragte des Bundesministeriums für Migration, Flüchtlinge und Integration)
Year and duration of good practice implementation	2017
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>The German association Charta der Vielfalt e.V. has published a guideline for employers and business owners, what they have to consider when employing refugees.</p> <p>The target groups are companies, organisations, employers and HR managers.</p>
Main activities	<p>Activities/Methods/Resources/Knowledge</p> <p>The guideline “Flüchtlinge in den Arbeitsmarkt! Praxis-Leitfaden für Unternehmen” (“Refugees into the labour market! A practical guideline for</p>

of the best practice	companies”) covers practical advices, necessary technical terms, best practice examples, useful addresses and contact partners.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries The guideline was reedited in 2017. Therefore it seems that it is very helpful for employers and companies as information tool.
Success criteria	
Obstacles	
How can we use this best practice in our case?	The guideline “Flüchtlinge in den Arbeitsmarkt!” is a detailed, but easy-reading and comprehensible pdf book that covers many topics employers should be aware of when looking for and employing refugees. The guideline could be an orientation for the structure of our project.
Where can we find further information? Web/Social media	https://www.bildungsspiegel.de/news/berufswelt-arbeitsmarkt-europa/39-praxis-leitfaden-fluechtlinge-in-den-arbeitsmarkt https://www.charta-der-vielfalt.de/diversity-verstehen/mediathek/publikationen/ https://www.charta-der-vielfalt.de/fileadmin/user_upload/Studien_Publikationen_Charta/F1%C3%BCcchltinge_in_den_Arbeitsmarkt_CdV_Web_bf.pdf

Country	Germany
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Institution	Deutsche Wirtschaft und Bundesagentur für Arbeit
Year and duration of good practice implementation	Not mentioned, but links to very updated events in 2017 and 2018
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>“Erfolgreich integrieren. Potenziale Geflüchteter nutzen” („Integrate successfully. Use potentials of refugees“) is an internet platform that collects and compiles information how to integrate successfully refugees in German companies and labour market.</p> <p>The main target group of the platform are German companies and employers who are interested in employing refugees.</p>
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>The internet platform collects and compiles detailed information for companies about employing refugees, best practice examples, initiatives on local and regional level and publications on the topic. The sub-topics cover legal aspects, financial support for employers and refugees, recommendations about recognition of qualifications, German language courses, different possibilities for employing refugees, and further more.</p>
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>For employers and HR manager of companies is this platform a very good possibility to find first information about the topic.</p>
Success criteria	Not available

Obstacles	
How can we use this best practice in our case?	This platform is a good information tool for us, because it has already collected many relevant and useful information and links that we can use for COME IN.
Where can we find further information? Web/Social media	https://www.erfolgreich-integrieren.de/

Country	Germany
Institution	Friedhelm Loh Group
Year and duration of good practice implementation	2015

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The Friedhelm Loh Group was one of the first companies that employed refugees in 2015. It was a piloting project with the local district and the local Chamber of Commerce and Industry. Afterwards the Friedhelm Loh Group wanted to share their experiences with other companies and organisations, so they developed a guidelines pdf document “Qualifizierung von Flüchtlingen. Ratgeber Ausbildung” (“Qualification of refugees. Guidelines Apprenticeship”).</p> <p>The target group of the guidelines are other employers and companies.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>The local district had chosen 20 refugees, of whom 14 could participate in an orientation work week in one of the sub companies of the Friedhelm Loh Group. During this week the refugees and the company identified the skills, potentials, and language knowledge of the refugees as well as the job skills needed for the work in this company. 8 of the 14 participants started afterwards a three months preparation internship in this company. During this internship they learnt basic, but important job related skills, had special job-related language lessons, and were accompanied by mentors within the company and an external social worker.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>After the three months the 8 participants were able to start an apprenticeship in this field of work. 2 of them started their apprenticeship in this sub-company of the Friedhelm Loh Group, and one participant started an apprenticeship in another company. 2 other refugees started to go to the modern secondary school in order to acquire their school-leaving qualification.</p>
<p>Success criteria</p>	<p>The Friedhelm Loh Group continued to employ refugees for 3-month-internships.</p> <p>Together with another local district, the first mentioned local district also continued and spread this successful piloting project. The Federal German Hattia (to which these both districts belong) developed the project into a general project for the whole Federal State.</p>

Obstacles	
How can we use this best practice in our case?	<p>It could be useful to look for companies in our regions that already have made experiences with employing refugees, interview them and use their experiences as best practice examples.</p> <p>The guidelines cover 5 different areas with concrete advices, recommendations and information: identify potentials, learn German, take care, networking, welcoming. This areas could be an orientation for the COME IN project.</p>
Where can we find further information? Web/Social media	<p>http://www.friedhelm-loh-group.de/de/aktuelles/Wie-aus-Fluechtlingen-Fachkraefte-werden.asp</p> <p>http://www.friedhelm-loh-group.de/downloads/aktuelles/FLG_Ratgeber-Fluechtlinge_WEB_161102.pdf</p>

Country	Germany
Institution	Region Kassel
Year and duration of good practice implementation	Since 2008, still running

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The main approach is that volunteer job mentors help with their job and life experience youth and young adults who are looking for an apprenticeship. Students of different schools with school-leaving qualification below Abitur (A-Level), can participate, especially those with a migrant background.</p> <p>The project was founded in 2008 by Jugendberufshilfen of City and County Kassel. Since 2010 AGiL gGmbH (ArbeitsförderungsGesellschaft of Landkreis Kassel) is responsible for the project. The project is furthermore funded by the Federal State of Hessen.</p> <p>The project also addresses young refugees to reach the school-leaving qualification of secondary modern school (Hauptschulabschluss), for example by giving German lessons.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>Each volunteer job mentor supports one youth looking for an apprenticeship and at the beginning of the apprenticeship. The mentors are experts in different working fields, e.g. trade, catering trade, health care sector or commercial business. In their leisure time they support the youth with their job and life experiences or sharing contacts to their own or other companies. Concretely, the job mentors help with the choice of career, the writing of job applications, the search for an apprenticeship or an internship, and with the preparation for job interviews.</p> <p>Interested youth and young adults can contact the responsible teacher of their school or directly contact the office of the project.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>No data or statistics available in the web.</p>
<p>Success criteria</p>	<p>Finding mentors that are willing to support the refugees.</p>

Obstacles	Lack of mentors that volunteer to support the refugees.
How can we use this best practice in our case?	Although the project focuses more on employees than on enterprises, the idea of volunteer job mentors is interesting. Being a volunteer job mentor gives employers the possibility of getting in contact with refugees and migrants without employing them immediately; even it is only for an internship. Furthermore, in this project many job mentors are involved working in job fields we try to reach with the COME IN approach (trade, catering business, health care sector).
Where can we find further information? Web/Social media	http://www.landkreiskassel.de/bildung/projekte/berufspaten/ http://www.landkreiskassel.de/aktuelles/presse/0144668/index.html

Country	Germany
Institution	Bildungsvereinigung ARBEIT UND LEBEN Niedersachsen Süd gGmbH
Year and duration of good practice implementation	Since 2016

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The main goal is to prepare refugees and migrants during a six-month course for a 3-month internship in a hotel or restaurant. The project addresses all refugees, independent of their asylum status, and migrants (including migrants of other EU countries), if they are unemployed.</p> <p>The participation in the course is free, as the costs are covered by funds of the Federal State of Lower Saxony and of the ESF.</p> <p>Founder and responsible is Bildungsvereinigung ARBEIT UND LEBEN Niedersachsen Süd gGmbH, which is based in Göttingen, Lower Saxony.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>During a six-month course the participants learn the German language up to level B1 and basic knowledge for the work in restaurants or kitchens. The course is a full-time measure. The course is followed by a 3-month internship in one of the cooperating restaurants or hotels in the region of Göttingen. Ideally, the participants are able to find and start an apprenticeship after the course and internship.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>No data found.</p>
<p>Success criteria</p>	<p>Motivation and engagement of refugees.</p>
<p>Obstacles</p>	
<p>How can we use this best</p>	<p>Although this best practice addresses refugees and migrants and not employers, it is interesting for the COME IN project, as it trains and prepares refugees and migrants for a job in the catering business.</p>

practice in our case?	By getting in contact with the responsible persons we can learn more about the needs of this job field.
Where can we find further information? Web/Social media	http://aui-nds.info/62/index.php?id=36&tx_news_pi1%5Bnews%5D=165&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=078f62015e58b3b75ae3d2610e3bbd81 http://www.hoga-seminare.de/download/Presse-Info_2017-02-21_f.pdf http://www.hoga-seminare.de/download/Flyer-Qualifizierungszentrum-Gastronomieberufe-DINlang-2017_WEB.pdf

Country	Belgium
Institutions	VOKA, Vluchtelingenwerk Vlaanderen and Adecco
Year and duration of good practice implementation	May – September 2016

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>“Digitaal Atelier” is a pilot project with training for refugees. Targeted courses prepared various job-seeking refugees for an internship at a West Flemish SME. 15 refugees followed the session.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>An intensive and specialized course (from 6 pm), for sharpening their digital skills, possibly followed by a 2 to 4 week internship at a West Flemish company.</p> <p>The selected candidates learned everything about websites, web hosting, social media, analytics, web marketing, ... and how these digital tools can be used in the marketing strategy of a company or organization.</p> <p>Those who participated in all sessions received a training certificate afterwards.</p> <p>Voka - Chamber of Commerce West Flanders also arranged a number of internships with West Flemish companies, to give the refugees the opportunity to apply the acquired knowledge in practice.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>2 refugees successfully completed an internship in a company.</p>

	There will be examined whether the 'Digital Atelier' project can be rolled out across Flanders by Voka. Voka West Flanders already applies the 'lessons learned' of the pilot project to other projects.
Success criteria	<ul style="list-style-type: none"> • Completed internships • Participation number
Obstacles	Basic IT knowledge
How can we use this best practice in our case?	Importance of digital skills in vocational training
Where can we find further information? Web/Social media	https://www.hln.be/regio/kortrijk/vluchtelingen-krijgen-digitale-opleiding~a002573e https://blog.adecco.be/nl/actualiteit/vluchtelingen-arbeidsmarkt-aanbevelingen/ http://trends.knack.be/economie/bedrijven/voka-adecco-en-vluchtelingennetwerk-vlaanderen-leiden-vluchtelingen-op/article-belga-707463.html
Country	Belgium
Institutions	VDAB, Tracé Brussel, Actiris en het Agentschap Integratie en Inburgering / bon
Year and duration of good practice implementation	11 September - 19 October 2017

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The ESF project @ level2work is aimed at highly educated people from non-EU countries, and strives to help all participants within 12 months to find work in the healthcare sector or IT.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <ul style="list-style-type: none"> • 6 weeks Social Orientation course, adapted to the sector of his/her choice. Here he/she learns to deal with Belgian customs, values and norms. The applicant will be prepared for a job at a Brussels level. • Job-matching: personal guidance to work, tailored to the study background and capacities. The applicant works together with a personal coach. • Dutch Language course
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>No results available</p>
<p>Success criteria</p>	<ul style="list-style-type: none"> • Successful job matching • Knowledge of language
<p>Obstacles</p>	
	<ul style="list-style-type: none"> • Mentorship is an important component of refugee integration at the workplace

How can we use this best practice in our case?	<ul style="list-style-type: none"> • Knowledge of language, customs and values as an important aspect of integration
Where can we find further information? Web/Social media	http://atlevel2work.be/nl/amif

Country	Belgium
Institution	Duo for a job
Year and duration of good practice implementation	2013 -
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>Training volunteers for a mentoring programme in Belgium</p> <p>The Belgian mentoring programme ‘Duo for a job’ aims to facilitate employment among young unemployed people with immigration backgrounds. Participants in the programme are matched with individual mentors, who help in developing realistic action plans and guide their mentees for a period of six months.</p>

<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>Mentors need to be over 55 years of age (professional, retired or in pre-retirement) and commit to one meeting per week. An important feature of the programme is the comprehensive four-day training of future mentors provided by the ‘Duo for a job’ team and external experts.</p> <p>The training comprises several modules covering the institutional framework, particularities of the local labour market, job-search tools, cross-cultural competencies and communication skills. In addition to the initial training, each mentor-mentee Duo is monitored by an adviser (from the core team administering the programme) who is available throughout the whole mentoring period.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p>
<p>Success criteria</p>	
<p>Obstacles</p>	
<p>How can we use this best practice in our case?</p>	<ul style="list-style-type: none"> • Mentorship is an important component of refugee integration at the workplace
<p>Where can we find further information? Web/Social media</p>	<p>https://www.duoforajob.be/en/home/</p>

Country	Belgium (Antwerp)
Institution	Konvert
Year and duration of good practice implementation	2016
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>The aim of the 'Work and Diversity' project in Antwerp was to train 'foreign-language newcomers' in a logistics position and then offer them employment opportunities in the workplace, for example at Katoen Natie. In terms of languages, a (basic) knowledge of Dutch, English or French was necessary.</p> <p>The Training Fund for Temporary Employees (VFU) provides subsidies for individual (1 temporary employment agency) and collective (at least 2 temporary employment agencies) initiatives that entail added value. The VFU was therefore prepared to take on the training costs insofar as the project was initiated collectively. Konvert contacted Ago and Synergie and the latter two companies also signed up (selecting and recruiting candidates - taking an intake interview - starting as a temporary employee afterwards).</p>
	<p>Activities/Methods/Resources/Knowledge</p> <p>The logistics training was focused on two functions: electric pallet truck (4 courses of 2.5 days, each for 8 people (total of</p>

<p>Main activities of the best practice</p>	<p>32 students) and also reachtruck driver (1 training of 5 days, also for 8 students in total).</p> <p>course participants also had to get to know Katoen Natie's Power Scanning System and the total number of candidates that could be trained amounted to 40. The logistics training was provided by the private training organization SIOS, which specializes in setting up and providing such training. Jungheinrich provided the company equipment free of charge, which means that Jungheinrich supplied free electric pallet trucks and reach trucks so that candidates could practice.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>Of the 38 candidates who have effectively completed training, 31 candidates passed the test. 30 candidates were offered a job, of which 27 actually went to work.</p>
<p>Success criteria</p>	<ul style="list-style-type: none"> • Completed trainings • Employment of refugees
<p>Obstacles</p>	
<p>How can we use this best practice in our case?</p>	<p>Traineeships as a gateway to jobs</p>
<p>Where can we find further information? Web/Social media</p>	

Country	Belgium
Institutions	Starterslabo, Stebo, Unizo, Vluchtelingenwerk Vlaanderen, VDAB, Drops, microstart, exchange, smart, zenitor, Syntra, Agentschap Integratie en inburgering
Year and duration of good practice implementation	
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>The goal is to inform, support and guide refugees with entrepreneurial dreams into entrepreneurship in Flanders.</p> <p>The information sessions are intended for refugees with an interest in entrepreneurship, in particular asylum seekers in their recognition procedure, recognized refugees and subsidiary protected persons.</p> <p>The partners in the AZO project! are: Stebo, Start-up labs, Vluchtelingenwerk Vlaanderen, Microstart, Unizo, Exchange vzw, Smart, iDrops, Zenitor, SYNTRA Flanders, VDAB and Agency for Integration and Integration.</p> <p>Project AZO! is made possible financially by the European Social Fund (ESF) and the Flemish Cofinancing Fund (VCF).</p>

<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>The partners organize information and customized guidance throughout Flanders. A learning path counselor assists the candidate entrepreneur from start to finish.</p> <p>The project consists of several phases:</p> <ul style="list-style-type: none"> • Sensitizing refugees and potential intermediaries • informing refugees through information sessions about entrepreneurship in Flanders, theme sessions and individual interviews • After examining the feasibility of the project idea and the entrepreneurial competences, the refugee can follow an intensive and modular guidance process • Via an intensive program with a range of specializations (such as basic business management, testing or concept is financially and commercially feasible, personal development as an entrepreneur, mentorship, microfinance ...) the refugee can move on to eg the protected environment of the Starter Labs and SmartBe or can they start immediately <p>In the second phase of the project information sessions are organized for refugees with an entrepreneurial spirit. These sessions zoom in on the modalities of entrepreneurship in Flanders and take place in Dutch, English, Arabic, ...</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p>

	Refugee starts company that dub movies in Syrian
Success criteria	Successful startup of businesses by refugees
Obstacles	
How can we use this best practice in our case?	
Where can we find further information? Web/Social media	http://projectazo.be/

Country	Belgium
Institution	VDAB
Year and duration of good practice implementation	2017 -

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The Hi app is a first experimental tool of the VDAB, in co-creation with refugees, to bring them in contact with the right people, so that they get the right help on different fronts (language, living, well-being, ...) and thus be able to participate in the labor market more quickly.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>no info available</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>Project terminated</p>
<p>Success criteria</p>	
<p>Obstacles</p>	
<p>How can we use this best practice in our case?</p>	<p>Digital tool for refugees</p>
<p>Where can we find further information? Web/Social media</p>	<p>https://www.rwod.be/nieuws-uit-de-regio/hi-de-app-die-vluchtelingen-sneller-aan-werk-helpt</p>

Country	Italy
Institution	The project entitled " Fa.Re - The facilitation of intercultural relationships in multiethnic organizations" has been submitted by Centro Servizi PMI, Cespim (Rome, Italy), ANOLF Nazionale (Rome, Italy), CGIL Bildungswerk (Frankfurt, Germany), GIP FCIP Alsace (Strasbourg, France), ECAP (Switzerland).
Year and duration of good practice implementation	2010-2012
General description of the practice	<p>Main goals:</p> <p>The project's aimed at transfer of skills profile, a training programme (a master plan allowing replicating the facilitators' training initiatives) and tools to train a "transcultural relations facilitator in multi-ethnic enterprises". The activities implemented firstly supported better insertion of foreign workers who face linguistic and adaptability difficulties. On the other hand, the practice supported management of diversity and turnet it into an advantage.</p> <p>Target groups:</p> <ol style="list-style-type: none"> 1) Multi-ethnic manufacturing enterprises 2) The enterprise workers <ol style="list-style-type: none"> a. Those who will be trained for the role of facilitator b. Workers with different cultural background, migrants <p>Funding</p> <p>Leonardo da Vinci European programme.</p> <p>Actors/Team</p> <p>Enterprise owners deciding to take part in the project, trainers, tutors, future transcultural relations facilitators, workers from different ethnic groups.</p>

<p>Main activities of the practice</p>	<p>Activities</p> <p>The transfer process of the innovation of results or training contents includes and implies:</p> <p><i>(The facilitation of intercultural relationships in multiethnic organizations: The Book, p.64)</i></p> <ol style="list-style-type: none"> 1. Identification and analysis of the needs of target groups; 2. Selection and analysis of the innovative content aimed at meeting such needs and the analysis of the feasibility of the transfer; 3. integration of the innovative content and/or European training systems and methods, at national, local, regional or sectorial level; 4. adaptation of the innovative content to the training systems, culture, needs and necessities of the target groups (adaptation of the product, etc.); 5. the transfer of the product to new socio-cultural and linguistic contexts; 6. the use of innovative content inside new sectors or with new target groups, including the transfer inside both public and private training structures.” <p>Methods</p> <p>The training method is based on a theoretical training, a practical training and training at the workplace.</p> <ul style="list-style-type: none"> • Theoretical training: training focused on cognitive aspects but using participating methods (simulations, role playing, problem solving...) • Practical training: training focused on experiences according to a didactic plan. • Training at the workplace: in a real enterprise or organization.
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	<p>This method also triggers the use of traditional tools and multimedia materials. Finally, it includes an internship that should be as accessible as possible for the beneficiary.</p> <p>The training courses are divided in training units and it is the “Training Program - Beta version - Facilitator of intercultural relations in multi-ethnic companies” to set those of reference, namely:</p> <ul style="list-style-type: none"> • management of relationships (30 hours); • transfer of organizational culture (16 hours); • facilitate the integration (24 hours). <p>Resources needed/used</p> <p>HR: A trainer who meets the minimum criteria required by the project.</p> <p>Knowledge and/or competences of staff needed for implementing this model/approach</p> <ul style="list-style-type: none"> • Workers trained to become facilitators: they have a secondary school degree if possible, they must know the autochthon language or another one, and they must be citizens or in the case of migrants, have a valid residence permit and / or residence in the host country. If they don’t speak the autochthon language, they have to attend a course to acquire basic skills as there should be an exam to enter the training course (The Book, p.84). • A trainer: an expert in the enterprise’s sector and have a high knowledge and experience in the field. He/she does not necessarily need to have a previous experience in training but he must guarantee the use of updated, complete and relevant materials during the lessons. Preferable is degree in the legal, social, pedagogical, and psychological or health sector. The trainer does not necessarily need to be an expert in cultural mediation: more important is his/her capacity to adapt the training to the needs and experiences of the beneficiaries (The Book, p.85).
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	<ul style="list-style-type: none"> • A tutor: identified at the beginning of the training course according to specific qualifications or experiences need. (The Book, p.86).
<p>Results of the best practices</p>	<p>Achievements/impact</p> <p><i>“The devices of the original prototype were useful to ensure, in the business context where they were first created, an organizational citizenship to the different ethnic groups in the company, and the reaching out of enterprise performance goals at a higher level, without explicitly reaching neither the dimension of sustainable interaction (at psycho-social level) among the different groups of workers, nor that of the accomplished participatory valorisation (at organizational level) of all the groups of workers” (The Book, p.54).</i></p> <p>Successful outcomes have been identified for the target group</p> <p>Enterprises</p> <ul style="list-style-type: none"> • more favourable to the integration of workers from different ethnic groups; • enhancing the workers’ integration and sense of belonging to the enterprise; • generalizing the use of Italian as the working language even between people from different ethnic groups; • improving the staff’s working performances thanks to an increased awareness of one’s value in the enterprise. <p>The enterprise workers</p> <p>a better communication with area managers, colleagues and ownership;</p> <p>a better appreciation of one’s performances thanks to the improved communication at work;</p> <p>a better integration (even at a social level) in the territory as a consequence for a better integration at work;</p>

	<p>higher probability to make a career thanks to the improved integration at work.</p> <p><i>“The facilitator develops appropriate skills through a dedicated programme of training to operate within organizations [...] so that the alignment of the personal processes of construction of a social/work identity and sense of positive belonging to the organization (organizational well-being) with the processes of legitimation within the organization and the particular identities and feelings of belonging developed by different groups of workers (organizational citizenship) can be facilitated” (The Book, p.74).</i></p> <p>Thanks to the facilitator’s intervention, multi-ethnic and cultural groups of workers will have the possibility to increase their sense of belonging to the enterprise, which can help them to have a more positive image of themselves and to increase their self-esteem. It can also contribute to increase their status in the enterprise.</p>
Success criteria	Respect of the minimum conditions defined in the project
Obstacles	Some obstacles were observed between the partners as “there often was a problem with confrontation of different mentalities, cultural practices, models of consultation and training practices”. However, the constant confrontation between the partners has made it possible to manage these difficulties by the relativization of the respective cultures of reference (The Book, p.66).
How can we use this best practice in our case?	As the project aims at enhancing the enterprises’ capacity to manage cultural and ethnic diversity among the staff through a training course allowing a worker to become a transcultural relations facilitator, it could contribute to strengthening enterprises’ competencies on migrants integration.
Where can we find further information?	<p>"Fa.Re - Facilitate Transcultural Relationships in multiethnic manufacturing enterprises"</p> <p>Final publication: https://ec.europa.eu/programmes/erasmus-plus/project-result-content/79753d22-7676-40b9-96d3-691ee01ba706/The%20book.pdf</p>

Country	Italy
Institution	The project “KAZI, developing intercultural competence in the workplace”, has been realized by Fo.Ri.Um (Italy) , Folkuniversitetet (Sweden), VereinMultikulturell (Austria) , IDEC (Greece) and SANTURBAN (Spain) (all training migrants).
Year and duration of good practice implementation	Started in 2014
General description of the practice	<p>Main goals</p> <p>Main goal is to improve intercultural competences, labour productivity and well-being at the workplace.</p> <p>The goal is to be achieved through a set of modular training materials (I-pack and face to face course) in order to reveal and solve problems that migrant workers, their co-workers and supervisors encounter. The training provides workers with a better understanding of each other, solve misunderstandings and thus reduces the risks of conflict.</p> <p>Target group</p> <ol style="list-style-type: none"> 1. Migrant workers in industries, SMEs, and services; 2. Co-workers, work team; 3. Employers and supervisors of migrant workers; 4. Others: in-house trainers, HR specialists, Researchers. <p>Funding</p> <p>Erasmus+ Programme of European Union</p> <p>Actors/Team</p> <p>Supervisors, co-workers, migrant workers, trainers.</p>
Main activities of the practice	<p>Activities</p> <p>The project develops a set of tools to train trainers to help them prepare and adapt their training course. It includes a template for the three training courses (one for each target group), an explanation of the methodology to be adopted and of the activities as well as examples of exercises such as role-playing and materials called “tips for the trainer”</p>

(videos,...) to find inspiration and help the trainer to adapt his/her course to the beneficiaries' needs.

Methods

The training is focused more on **practice** than theory – promoting **experience-based learning**. The training combines online and face-to-face materials.

The face to face training programme is based on **participatory learning methodologies** (e.g. group discussion, think-pair-share activities, games, case studies).

It addresses different topics according to the needs identified during the needs analysis, namely:

developing cultural awareness	understanding the employment relationship	right and duties in the employment relationships	first day on the job	punctuality and attendance
learning to do your job	getting along with the supervisor	getting along with colleagues	pursuing its own rights on the workplace	dress codes
food	body language	religion on the workplace	relations with the other gender	feeling as a migrant
	communicating with colleagues that speak little language	respecting other people beliefs and principles	negotiating constructively	

Three of the Modules encompass several aspects of ‘Intercultural competences’.

- **Module 1:** Being aware and understand cultures and cultural differences.
- **Module 2:** Diversity at work and dealing with misunderstandings and conflicts.
- **Module 3:** Development of effective cultural diverse collaborations.

During the last day of the course the participants (the three target groups all together) are encouraged to participate in a role-play game on the topic **“Dealing with misunderstandings and conflict at workplace”** as it is an opportunity to work, discuss, exchange ideas to develop and enhance their intercultural competence at the workplace. It may be noticed that the the Blueprint for Training includes some indicative roles and the scenario of the game (Blueprint for Training Report, p.11). If the trainer, based on his/her

	<p>experience, considers that the participants have achieved the expected learning outcomes, they will receive a certificate (Blueprint for Training Report, p.11).</p> <p>Resources needed/used</p> <p>HR: A trainer who will be given the tools and methodologies to prepare the course in the organization.</p> <p>Knowledge and/or competences of staff needed for implementing this model/approach</p> <p>The trainer should belong to a training centre, an institution or the human resources department of a company.</p>
<p>Results of the practices</p>	<p>Achievements/impact</p> <ol style="list-style-type: none"> 1) Migrant workers have more facilities to develop competences to integrate in both workplace and society. 2) Improved communication (intercultural dialogue) between migrant workers and their co-workers and supervisors. <p>Successful outcomes have been identified for the target group</p> <p>According to the participants' feedback, most of them improved their knowledge about their own and different cultures as well as the culture on the workplace increased. They have also improved their understanding of cultural diversity and developed skills allowing them to improve the efficiency of their work and general well-being at the workplace (Overall Report, p.45). They also highlighted the useful, enjoyable, clear and practical application of the training they received (Overall Report, p.35).</p> <p>Impact of best practice on final beneficiaries</p> <p>Like the two other groups, migrant workers were globally satisfied with the project's training programme.</p>
<p>Success criteria</p>	<p>Taking into account the participants' recommendations, namely: an easier language used on vocabulary and wordings, especially for migrant workers as their lack of knowledge of the language can be a problem preventing them from completing the training successfully; modification about the activities : their number should be reduced as they were considered too many for the schedule and structure of the course, and they should be more focused on conflicts resolution; an easier to use and more attractive platform.</p>
<p>Obstacles</p>	<p>Several problems were observed for migrant workers: they faced huge difficulties to understand the content of the course, and some concepts confused them and were considered</p>

	<p>unclear. Moreover, there was a language knowledge gap among the participants which was a problem for good interaction between them. Difficulties with the platform were noticed too: first page in German, no certificate at the end of the training, impossibility of single user registrations, need to better adapt lessons to different levels of the users' education, and the activities were not recorded so the participants couldn't track their progress (Overall Report, p.45).</p>
<p>How can we use this practice in our case?</p>	<p>This practice is relevant because it creates tools and sets a methodology in order to increase people's intercultural competence on the workplace: even if it concerns directly migrant workers, co-workers and supervisors benefit from it as well. The training course should help all the three targets to better understand each other beyond cultural differences, which should lead to a better integration of migrants and an increased well-being at the workplace.</p>
<p>Where can we find further information? Web/Social media</p>	<p>KAZI project website: http://www.kaziproject.eu/en/# Blueprint for Training: file:///C:/Users/Chiara/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/KAZI Blueprint%20for%20Training_FINAL_vs_OK.pdf Overall Report: file:///C:/Users/Chiara/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/KAZI%20WP7%20OVERALL%20REPORT.pdf</p>

Country	Italy
Institution	UNAR – National Office against Racial Discrimination, department for equal opportunities
Year and duration of good practice implementation	2004 (precise year unknown)
General description of the practice	<p>Main goals</p> <p>Promoting the principal of equal treatment of all people/workers regardless their ethnical origin or race.</p> <p>Target group</p> <ul style="list-style-type: none"> • Management of all types of companies (small, medium and large) • Trade unions representatives <p>Funding</p> <p>20.000 Euro for project/city – allocated by UNAR.</p> <p>Actors/Team</p> <p>UNAR (National Office against Racial Discrimination), representatives of Union Trades, social partners, representatives of small, medium and large enterprises.</p>
Main activities of the practice	<p>Activities</p> <ul style="list-style-type: none"> · Training courses for SMEs and large enterprises dedicated to management, HR manager, in-house trainers. · Training for trade union representatives. · Memorandum of understanding among UNAR, trade unions and employers. · Award for enterprises performing activities recognized as best practices in the field of integration and intercultural management of human resources. · Enterprises engaged in promoting integration and equal opportunities benefit from positive image and publicity – by mentioning their practice on regional TV, in newspapers and other media.

	<p>· Distribution of information materials and brochures presenting UNAR and other dissemination materials.</p> <p>Methods</p> <p>Proposed training modules:</p> <ol style="list-style-type: none"> 1. statistic and demographic overview of migration flows, impact on labor market, legislative and policies, workplace integration process referring to the role of second generation of immigrants and ethnic dimension of labor market as some work sectors tend to acquire an ethnic slant in Italy, ethnic-based and race-based discrimination at workplace, cultural, prejudices and stereotypes concerning cultural diversity. 2. Labor market discrimination against migrant workers in Italy 2004 - Act. 3. European and Italian legislative, discussion of case studies. 4. Positive acts adopted in European companies where exist special measures to protect ethnical minorities at the workplace highlighting positive impact of such activities on company. 5. Discussion of questions previously collected among participants supervised by an expert from UNAR, together with a trade union representatives and social partner. <p>In the conclusion of the training, participants will receive a certificate of attendance (to stimulate the participants' motivation).</p> <p>Strategic approach adopted by this project consists of the following steps:</p> <ul style="list-style-type: none"> · Presentation of the racism and discrimination phenomenon. Discussing acts of racism, also cases of unintended discrimination at workplaces, emphasizing the economic benefits of diversity valorization. · Organizing courses encouraging discussion among participants with the intention to reveal major problems and uncertainties. From the discussion, possible solutions may occur. . · It is recommended to prefer interactive workshop to didactic lecture.
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	<p>Resources needed/used</p> <ul style="list-style-type: none"> · Place to host the training course. · Trainer and other specialists to prepare and conduct the course, workshop. · 20 000 EUR <p>Knowledge and/or competences of staff needed for implementing this model/approach</p> <p>Deep knowledge of migration topic (statistics, data, flows, socio-anthropologic, economic and cultural factors), labor market, law framework and public policies. Knowledge of HR management, integration, diversity management, discrimination,</p>
<p>Results of the practices</p>	<p>Achievements/impact</p> <p>UNAR outlined the involvement of possible social partners targeted strategies for monitoring, elimination of any discrimination on an ethnic and racial basis and promotion of social inclusion both in corporate and territorial context. Trade unions, such as intermediate social formations, playing a role of democratic and guarantee within the companies and among the workers themselves, can give their own qualified contributor to the dissemination, together with the appointed institutional subjects, of one culture of integration and non-discrimination.</p>
<p>Success criteria</p>	<ul style="list-style-type: none"> · Engagement of wide range of stakeholders. · Comprehensiveness of the program. · Workshop on action plan creation.
<p>Obstacles</p>	<ul style="list-style-type: none"> · Disconnected from company context – mainly theoretical content of the training.
<p>How can we use this practice in our case?</p>	<p>Inspiring and relevant for our project - its comprehensiveness and coverage of wide range of topics and dimensions.</p> <p>The training is not focused utterly on refugees' integration at workplace, however discussed topic of race-/ethnic-based discrimination is relevant because refugees' integration to the work place may be often negatively affected by discrimination (open, latent or unintended).</p> <p>Element we can use in our project is the arrangement, explanation (and creation) of action plan.</p>

Where can we find further information? Web/Social media	UNAR, Progetto sperimentale area Triveneto - Project's sheet: http://online.cisl.it/FAV3-0000EAF2%2F/I0331CBF3.1/progetto_triveneto_UNAR.pdf
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Country	Italy (UK, AT, FR, DE, HU, RO)
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 and duration of practice implementation	2009-2011
General description of the practice	<p>CLARITY - Train the Trainers Handbook</p> <p>Main goals</p> <p>To provide comprehensive guideline to train migrant trainers who will train newly arrived migrant workers.</p> <p>To deliver the initial training in migrants' language to ensure clear understanding of workplace and safety & health measures.</p> <p>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.</p> <p>Target group</p> <p>Clarity project and handbook is aimed primarily at those training organisations that provide workplace-focused training.</p> <p>Some larger employers may have the resources to use Clarity material directly inside their own organisations.</p>

	<p>Funding</p> <p>Funded by the European Commission – DG Education and Culture, Leonardo da Vinci Programme.</p> <p>Actors/Team</p> <ul style="list-style-type: none"> • Clarity Trainer who 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.
<p>Main activities of the practice</p>	<p>Activities</p> <p>The handbook suggests diverse activities – session plans dealing with various topics:</p> <p>The Session will be held by Clarity Trainer – learners are future Migrant Trainers.</p> <ol style="list-style-type: none"> 1. Session for intercultural awareness (facts and data about the multicultural situation in the host country, Host country analysis, Intercultural communication, Different perception). 2. 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) 3. Pedagogical training (Teaching methods and techniques, Enriching material, Classroom management, Mapping prior learning experiences. <p>All session plans involve list of competencies to be acquired by learner (future Migrant Trainers).</p> <p>Further suggested activities:</p> <ul style="list-style-type: none"> • Hierarchy Ladder <ul style="list-style-type: none"> o Aims: Finding out about the different ways of how hierarchy occurs/ is seen at workplaces in different countries. • Interpret my Gestures

	<p>o 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.</p> <ul style="list-style-type: none"> · Enbridge Communication Gaps <p>o Aims: Being aware of the difficulties of cross-cultural verbal communication. Finding alternative ways to express thoughts.</p> <ul style="list-style-type: none"> · Legislation for Working <p>o Aims: Learn about the legal basis for work safety and the regulations of a given sector in the country</p> <p>Methods</p> <p>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.</p> <p>The training for trainers of future Migrant Trainers is divided into three steps:</p> <ol style="list-style-type: none"> 1. IDENTIFICATION of the fundamental competences required for being a trainer. Mapping previous knowledge and experience according to the competence requirements. 2. EXPLANATION of the opportunities and limitations of the accreditation of previous learning experiences, both formal and informal. 3. GUIDANCE on identifying further training needs and support in finding job where newly developed skills may be applied. <p>Action plan for organizations</p> <p>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.</p> <p>Resources needed/used</p> <p>A PC and Internet access will be needed for each participant, for most sessions, together with the usual materials (paper/pens etc).</p>
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	<p>Knowledge and/or competences of staff needed for implementing this model/approach</p> <p>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.</p> <p>The Clarity trainer needs to have special knowledge, skills and competences to be able to apply the material to the given learning environment.</p>
<p>Results of the practices</p>	<p>Achievements/impact</p> <p>Learning outcomes – main areas of competencies - that a trainee Migrant Trainer has to obtain by the end of the course:</p> <ol style="list-style-type: none"> 1. Intercultural competences. An understanding of the two cultures (migrant origin and host country) and the ability to recognise, discuss and work with differences. 2. 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. 3. Pedagogical competences. The trainees will need have, or acquire, a reasonable base level of ability as teachers. <p>Successful outcomes have been identified for the target group</p> <p>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.</p> <p>Impact on the Astalli Centre - a reception centre for migrants and asylum seekers in Palermo (Italy)</p> <p>The most appreciated aspects of Clarity, as told by the beneficiaries were the use of the French language and the integration of different languages</p>

	<p>(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.</p> <p>Impact of best practice on final beneficiaries</p> <ul style="list-style-type: none"> · 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.
<p>Success criteria</p>	
<p>Obstacles</p>	
<p>How can we use this practice in our case?</p>	<p>By applying some methods or activities described in Clarity Handbook we can help employers to achieve good mutual understanding, overcome cultural difference, train and integrate refugees efficiently. Providing employers with such a handbook and/or good practices and showing proved model of training and its positive impact may also help “calm down” their fears related to hiring refugees.</p> <p>Inspiring for our project is also the figure of “mediator” – more experienced person with migration background who speaks the language of the host country and mediates communication between recently arrived migrant/refugee and employer. This figure also plays an important role in introducing new migrant workers to the “reality” of hosting country:</p>

	<p>→ Providing employer with information about migrant's country of origin, their culture, mentality etc.</p> <p>→ Providing recently arrived migrant with information about the hosting country, culture, mentality, work standards etc.</p>
Where can we find further information? Web/Social media	<p>CESIE, Clarity Project: http://cesie.org/en/in-action/formazione-professionale/clarity-manuale/</p>

Country	Greece
Institution	N/A
Year and duration of good practice implementation	2001-2004 (first round of EQUAL) and 2004-2008 (second round of EQUAL)
General description of the best practice	<p>Target groups: migrants, refugees, asylum seekers, other disadvantaged groups such as people with disabilities, juvenile offenders, prisoners etc.</p> <p>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.</p> <p>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.</p>

	<p>The individual objectives of the project were:</p> <p>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.</p> <p>The growth of enterprising spirit through the improvement of access in the process of creation of enterprise - the aid of social economy.</p> <p>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.</p> <p>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.</p> <p>The support of social & professional integration of applicants requesting asylum.</p>
<p>Main activities of the best practice</p>	<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 style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <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>

<p>Results of the best practices</p>	<p>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.</p>
<p>Success criteria</p>	<p>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>
<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.
<p>Where can we find further information? Web/Social media</p>	<p>www.equal-greece.gr</p>

Country	Greece
Institution	Hellenic Red Cross
Year and duration of good practice implementation	Around 2003 (first round of EQUAL)
General description of the best practice	<p>Target group: Asylum seekers/refugees</p> <p>This best practice is under the above call so I don't repeat the description of the Community initiative EQUAL. The only that I have noticed is that 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 was created with the assistance of the Youth and Lifelong Learning Foundation.</p>
Main activities of the best practice	<p>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</p>

	<p>issue ESTIA Licenses, ESTIA User Guide for Users and Code of Conduct.</p>
<p>Results of the best practices</p>	<p>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.</p> <p>Achievements of the ESTIA tool:</p> <ul style="list-style-type: none"> ✓ 90% of non-governmental organizations that provide services to asylum seekers and refugees and Reception Centers for Asylum Seekers have been linked to date. ✓ the 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. <p>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</p>
<p>Success criteria</p>	<p>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.</p>
<p>Where can we find further information?</p>	<p>http://www.redcross.gr/default.asp?pid=1&la=1</p>

Web/Social media	
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Country	Greece
Institution	Global Shapers Athens Hub
Year and duration of good practice implementation	Started in 2011 until today
General description of the best practice	<p>ReGeneration is a holistic career development program that offers 6-month paid employment to young graduates. It is a multi-stakeholder program that works with numerous companies to create a holistic approach to assisting a graduate's first professional experience, as well as their professional and personal development.</p> <p>The program addresses notable companies that wish to invest in their workforce by integrating highly talented graduates into their team. Multinational and large Greek companies, as well as small to medium-sized companies and startups, participate in the program.</p> <p>Companies have access to their database of candidate finalists. When they discover the type of profile they are looking for a position they wish to fill, companies contact candidates for an interview directly. Companies interested in hiring a candidate may then extend an offer, which the candidate decides whether or not to accept thereafter. If the candidate receives multiple job offers from different companies, only then may they choose to work with the company of their preference.</p>

	<p>Individuals who meet all of the following 4 conditions can apply for ReGeneration:</p> <ul style="list-style-type: none"> • Graduates of Greek or foreign colleges of higher education (AEI / TEI /college), in all cognitive fields, with or without a postgraduate degree. • Zero or limited work experience-work experience of up to 3 years full time after completion of studies. • Young Professionals up to 29 years old, as the program is aimed at graduates at the beginning of their careers.
<p>Main activities of the best practice</p>	<p>The program includes the following:</p> <ul style="list-style-type: none"> • Paid employment: full time (excluding weekends) for 6 months. • Community service (of up to 25 hours outside working hours) to NGOs. • A 56-hour training program divided into 2 parts. The first part consists of 2-day training and takes place immediately after the Live Assessment Center for those candidates who make it to the final phase. The second part is divided into 4 different sections, one per month for those already employed through ReGeneration. Seminars are conducted in consultation with the trainee's employer/company. <p>A contract is drafted between the company and the candidate (recruitment for fixed or indefinite time). ReGeneration is not involved with the 6-month working period beyond (a) communication related to the candidate's mandatory training seminar attendance, and (b) evaluation of the company-program and company-candidate collaboration. Contracts between the candidate and company may, at the company's discretion, be renewed or extended at the end of the program.</p>
<p>Results of the best practices</p>	<p>Their impact to date:</p> <ul style="list-style-type: none"> • 367 placements • 126 hiring companies

	<ul style="list-style-type: none"> • 34.392 hours of training • 13.050 hours of community service <p>82% of trainees have renewed their contract at the end of the 6-month period, which demonstrates the quality of graduates selected for this program.</p>
Success criteria	<p>To date, ReGeneration has received 5 Awards in the context of HR Awards organized by HR Professional magazine and Boussias Communications in 2015 and 2016 respectively.</p> <p>More specifically the awards include:</p> <p>2016</p> <ul style="list-style-type: none"> • Gold award Most Innovative Use of Technology in HR • Silver award Best Youth Employment Initiative <p>2015</p> <ul style="list-style-type: none"> • Gold award Best Graduate Recruitment Process Outsourcing • Gold award Excellence in Graduate Development • Silver award Best Youth Employment Initiative / Service Provider
Obstacles	N/A
How can we use this best practice in our case?	The way that ReGeneration programme prepares prospective labor force is an inspiration for relevant programmes. Training migrants is an essential tool for the best integration in the job market.
Where can we find further information? Web/Social media	http://regeneration.gr/en/

Country	Greece
Institution	Future Library
Year and duration of good practice implementation	From 2001 until today
General description of the best practice	<p>Future Library is a non-profit devoted to reinforcing the significance of libraries as knowledge, creativity, and interaction-promoting institutions. It was established in Veria in 2011, addressing the call of the Stavros Niarchos Foundation to contribute to the development of a sustainable network of public and municipal libraries across Greece.</p> <p>It is a network of libraries open to everyone. They believe passionately in the power of collaboration, experimenting with new ideas. These are some of the key ingredients that the library of the future needs to have in order to positively affect citizens' lives.</p>
Main activities of the best practice	<p>With hub.futurelibrary.gr they are building a social network through which are promoted online learning, information and interaction with all members. With mentoring and skills development through workshops, seminars and conferences, as well as with access to resources, they support the library community in their effort to offer innovative services. Moreover, they work with libraries from Greece, the Balkans and the rest of Europe.</p> <p>Future Library with key donors the Stavros Niarchos Foundation, the Welfare Foundation for Social and Cultural Affairs, the Bill & Melinda Gates Foundation and the European Union, in the 3rd Anti-Seminar organized in 2015, presented the workshop titled "libraries Help Refugees" where photographic material of refugees was presented to the</p>

	<p>participants followed by a discussion and suggestions on how municipal libraries can contribute to the social inclusion of migrants and refugees.</p>
<p>Results of the best practices</p>	<p>Including 140 municipal libraries, is a powerful network of libraries through which every year are organized summer campaigns with a specific theme, aiming to approach people to the library. Participating libraries host performances, book readings, thematic workshops, cinema evenings, etc., always based on the subject of the campaign.</p> <p>As shown in the workshop "Libraries Help Refugees" the approach that libraries followed was divided into three dimensions: the psychological factor, the capacity building and information.</p> <p>An even more important achievement was the expansion of the Future Library on Balkans, and the creation of the program "International Network of Emerging Innovative Libraries in the Balkans" aiming to the exchange of knowledge, collaboration and experimentation with new services.</p>
<p>Success criteria</p>	<p>After three years of constructive work in Greece, Future Library continues its action beyond the Greek borders, enhancing the Balkan libraries through the new INELI-Balkans (International Network of Emerging Innovative Libraries in the Balkans). Through INELI-Balkans, they will share knowledge and methods with populations that have enormous potential to contribute to and gain from an innovation network:</p> <ul style="list-style-type: none"> • by helping libraries to import and manage new services • coordinating actions that strengthen local communities • ensuring sponsorships and collaborations that contribute to the sustainability of the network
<p>Obstacles</p>	<p>Lack of knowledge on issues regarding refugees</p> <p>Lack of funds so as to provide computer and language courses</p>

<p>How can we use this best practice in our case?</p>	<p>In order to promote the integration of migrants and refugees in employment, firstly there should be focus on their integration in local communities. Solving basic obstacles that these groups are facing with their coming in Greece, is a foundation for their acculturation.</p>
<p>Where can we find further information? Web/Social media</p>	<p>http://www.futurelibrary.gr/en/</p>

Annex 2: Best practice examples from other countries

<p>Country</p>	<p>Switzerland</p>
<p>Institution</p>	<p>IKEA <u>Sector:</u> Retail</p>
<p>Year and duration of good practice implementation</p>	<p>2015 – ongoing</p>
<p>General description of the best practice</p>	<p>2700 co-workers and nearly 100 nationalities – that is IKEA Switzerland. The company values diversity and recruit individuals for their personalities, values and skills. That is why they talked with the canton of Aargau, Red Cross and others NGOs, to evaluate how IKEA can best support the refugees. They found out that the major challenge in Switzerland is inclusion, into the workforce and then the society.</p> <p>Main goals: In 2015, IKEA Switzerland has recruited a person to set up a nationwide 3-year work placement programme for refugees. The goal was to create cooperate with the authorities and provide employment opportunities for refugees in all their nine stores in Switzerland.</p>

	<p>Target group: Refugees and asylum seekers</p> <p>Funding & Actors: Funded fully by the employer and the donations from the IKEA Foundation.</p>
<p>Main activities of the best practice</p>	<p>In May 2016, the pilot shop was in IKEA Spreitenbach and after that the program was rolled out to the other 8 stores.</p> <p>IKEA has provided refugees with the chance to do a 6 months internship at their stores, two refugees per store in two rounds per year, thus 36 opportunities each year - opportunities to get to know the Swiss work culture and to start the inclusion journey through work. The program participants as well as the IKEA co-workers working with them have been provided with an intercultural awareness training prior and during the program.</p> <p>For the recruitment purposes, IKEA has created several competence profiles and the cantonal authorities or NGOs working on behalf of them provide them with potential candidates matching the agreed profiles.</p> <p>In addition, IKEA Switzerland has developed a toolkit in order to share their experiences and lessons learned through their Refugee Project, as they want to help improve the overall situation for refugees, share with employers who also have an interest in integrating refugees the beginner's mistakes they did.</p>
<p>Results of the best practices</p>	<p>Results from first 2 rounds – 36 participants</p> <ul style="list-style-type: none"> • Highly motivated participants • Participants gain self-confidence, connect with others and improve their language skills • Employment of 13 refugees (36%)
<p>Success criteria</p>	<p>The success of the Refugee Inclusion Program is based on several factors.</p> <ul style="list-style-type: none"> • Support / anchoring in organisation • Taking clear stand • Cooperation with public authorities
<p>Obstacles</p>	<p>The main obstacles faced were connected with the language barrier.</p>

How can we use this best practice in our case?	The toolkit is very useful instrument that can be used as a good practices implemented for the introduction of employers into the phase of recruiting and introducing a refugee to the new working place.
Where can we find further information?	http://lifeathome.ch/en/2016/06/refugees-at-ikea-a-pioneering-integration-project/
Web/Social media	http://media.ikea.ch/filemanager/2017/06/RefugeeToolkit/IKEA_Toolkit_E.pdf

Country	Switzerland
Institution	gaw – Gesellschaft für Arbeit und Wohnen
Year and duration of good practice implementation	on-going
General description of the best practice	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.
	The service consists of the following measures: <ul style="list-style-type: none"> • Providing information about the challenges of mentally

<p>Main activities of the best practice</p>	<p>handicapped individuals and the respective consequences.</p> <ul style="list-style-type: none"> • 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
<p>Results of the best practices</p>	<ul style="list-style-type: none"> • Convergence between company and individual • More effective communication • Enterprises are aware of the challenges their employees face and can therefore plan strategies to support them • Improved conflict management of companies related to the specific needs of their employees
<p>Success criteria</p>	<ul style="list-style-type: none"> • compliance with the integration plan • increased performance of the employees • number of employees in risks who are regaining mental strength
<p>Obstacles</p>	<p>The service is not free of charge</p>
<p>How can we use this best practice in our case?</p>	<ul style="list-style-type: none"> • Focus on effective communication between employee and company • The production of a guideline or an integration plan as a support tool for entrepreneurs would be helpful for them

Where can we find further information? Web/Social media	http://www.gaw.ch/Integrationsberatung-f%C3%BCr-Unternehmen.html
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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 and duration of good practice implementation	Since 2016, still running
General description of the best practice	Main goals/Target group/Funding/Actors The main goal of the web app is to connect Finnish employers with refugees who want to work. The web app addresses both, companies and refugees.
Main activities of the	Activities/Methods/Resources/Knowledge “Recommend a refugee” is a mobile service, available in English, Finnish and Arabic. It is a platform where Finnish employers and refugees register themselves and create an account. Though it only offers unpaid jobs.

<p>best practice</p>	
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <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. Employers have an easy way for finding refugees workers with needed skills. Refugees have the possibility to prove their skills and competences and perhaps to get later a paid employment.</p>
<p>Success criteria</p>	
<p>Obstacles</p>	
<p>How can we use this best practice in our case?</p>	<p>A web service as a platform to getting into could be an additional support for the COME IN project.</p>
<p>Where can we find further information? Web/Social media</p>	<p>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_asylum_seekers_launches/8677404</p>

Country	United States of America
Institution	Different companies and the non-profit “Immigrant and Refugee Community Organization” in Portland, Oregon
Year and duration of good practice implementation	Not mentioned, but the linked documents date from 2013-2017
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>The non-profit organisation in Portland and the other companies have developed manuals and guidelines to share their own experiences of hiring refugees with others.</p> <p>They want to share their experiences because they say that the USA is a country made of migrants. They also say that each enterprise should employ the best person for the job, independent of the person’s background.</p>
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>The manuals and guidelines cover detailed information about considering aspects when interviewing and employing refugees.</p>
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>No results available</p>
Success criteria	

Obstacles	
How can we use this best practice in our case?	Although we cannot use the documents themselves as they are made for the American system, we can learn that pdf manuals and guidelines are a good way to inform about aspects when employing refugees.
Where can we find further information? Web/Social media	https://wehirerefugees.org/

Country	United Kingdom
Institution	British Refugee Council
Year and duration of good practice implementation	

<p>General description of the best practice</p>	<p>Main goals/Target group/Funding/Actors</p> <p>The initiative and the pdf booklet address schools and their directors. They point out the benefits of employing refugees as teachers in schools. They also inform about the aspects the school directors have to take into consideration when they employ refugees as teachers or in other parts at schools.</p> <p>The initiative and the pdf booklet are funded by the British Refugee Council and the Equality and Human Rights Commission.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <p>As the pdf booklet is focused on one very specific topic (how to employ a refugee teacher) it is very, very detailed. It specifies different legal backgrounds of refugees as well as the conditions how to employ them, and lists every single needed document.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>No results found.</p>
<p>Success criteria</p>	
<p>Obstacles</p>	
<p>How can we use this best practice in our case?</p>	<p>The “Employing refugees in schools” booklet is an example how detailed manuals can be, if you focus on one target group.</p>
<p>Where can we find</p>	<p>https://www.refugeecouncil.org.uk/refugees_into_teaching/working_with_refugee_teachers/employing_refugees/learn_more</p>

further information? Web/Social media	https://www.refugeecouncil.org.uk/assets/0003/0527/RIT_refugeesinschools_final.pdf
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Country	France
Institution	Published by the FACE Fondation (a foundation created by several enterprises to fight exclusion, discrimination and poverty) and Entreprises dans la cité with the support of the Direccte (territorial unit of Loire-Atlantique).
Year and duration of implementation	2012 (year of the guide's redaction).
General description of the good practice	<p>Main goals</p> <p>The practice aims at preparation of a comprehensive guide to support enterprises in the integration of new employees with diverse background and help them build an integration plan.</p> <p>Target group</p> <p>Small and medium-sized enterprises and very small companies as well as their human resources staff.</p> <p>Funding</p> <p>(unknown)</p> <p>Actors/Team</p> <p>Realization team: Enterprise owner/director, Internal Tutor, direct Manager, Trainer, Insertion Advisor, Newcomer/Newly hired (migrant/other disadvantaged worker) and (if needed) external specialized support (health - family - childcare - housing - transportation - financial - labour inspection etc.)</p>
Main activities of	<p>Activities</p> <p>The guide showcases the different steps for an optimal integration. These are:</p>

<p>the good practice</p>	<p>1. Recruitment preparation</p> <p>This first part explains how to write a job offer, it gives an example of analysis table to analyze a CV and shows how to estimate the recruitment costs.</p> <p>2. Recruitment</p> <p>The guide gives the main characteristics of each age bracket at work, tips for a good job interview, information about different national programmes to train the newcomer before he arrives in the enterprise, and presents different recruiting methods and training plans.</p> <p>3. Welcoming and integration of the newcomer</p> <ul style="list-style-type: none"> • (the 6 golden rules) for an optimal integration: preparing the newcomer's arrival, planning enough time to welcome him/her, taking stock regularly, planning his/her first week, associating him from the start to his/her director/colleagues' transfers, organizing a tutoring system; • communication the newcomer's arrival to the company staff and management; • writing a welcoming booklet - themes to be addressed in it; • tutoring guide. <p>4. Feedback experience and evaluation.</p> <ul style="list-style-type: none"> • a template about follow-up appointments with the newcomer; a template of an evaluation table; • a guide for job retention. <p>The guide ends giving some definitions and the legal framework.</p> <p>For each step, the guide gives the tools to support the enterprise in the process.</p> <p>Methods</p> <p>The guide is designed to help enterprises with the integration of disadvantaged groups of workers. The method used by this guide encompasses the different steps from the newcomer's recruitment to the follow-up and experience feedback phase. The strategy is based on a careful preparation of the newcomer's integration, putting him/her at the center of a multi-stakeholder approach as he/she should benefit from regular meetings with all the other actors.</p>
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The guide explains:

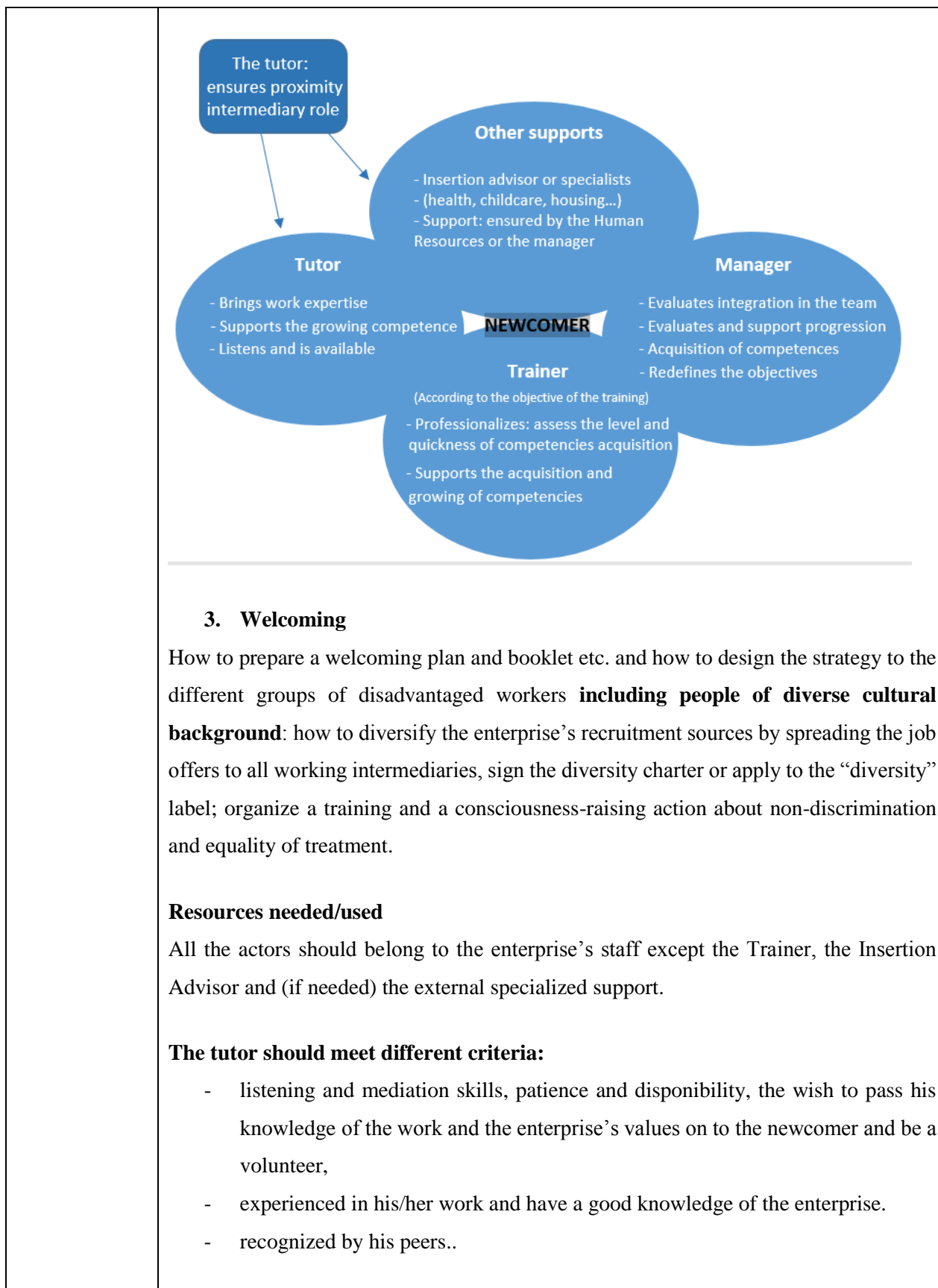
1. Preparation

How to choose the candidate, how to understand if there are difficulties to face for him/her to join employment and how to face it - identification of the gap and how to prepare his/her arrival.

2. Tutoring and involvement of other stakeholders

How to choose the tutor.

- **The tutor:** help the newcomer to acquire competencies, organize internal mediation (with the Human Resources service or his/her hierarchy) if necessary, alerts and calls for the other supports if necessary, explains and shares the enterprise's values with the newcomer.
- **The direct manager:** evaluates the mission, sets and adapts the targets; regularly exchanges with the tutor and the trainer when he/she intervenes; gives information, coordinates and ensures the cohesion of the team about the integration project.
- **The trainer:** intervenes all along the newcomer's professionalization path, when there are situations to handle or when eventual gaps are detected; in the case of a shift of the professional project during the integration process.
- **The insertion advisor:** comes from employment or insertion agencies; helps the enterprise to follow-up the support and makes a connection with external specialized supports.



Results of the good practices

Achievements/impact

Enterprises have acquired **tools to build their integration plan** and they benefit from different experience feedbacks as a concrete example of integration practices. Enterprises that have already taken action and have a structured integration plan have got support to **evaluate** their integration practice.

This guide should help all the enterprises interested in a professional integration project to build it and promote its success.

Successful outcomes have been identified for the target group

The enterprise Ressources Mutuelles Assistance that has been using the guide gives evidence of the importance of training, tutoring and visiting the enterprise. Its director says that a big part of the integration takes place during the meeting and the first training days. The newcomer benefits from a two months long training (including a theoretical and a practical part) and four months are supervised by a tutor who is responsible for teaching him/her the technical environment but also the enterprise's philosophy and values. He/she is considered to be autonomous after six months and to master his/her job after one year.

A positive effect on the general atmosphere and social climate has also been noticed.

Impact on final beneficiaries – refugees/disadvantaged groups

For the enterprises that have followed the guide's advice, three scenarios have been observed:

1. The newcomer is hired as a standart employee or with a work-experience contract.
2. The integration process has been a success but the welcoming enterprise cannot hire the newcomer. However it supports him/her in job seeking and gives him/her the opportunity to access its network.
3. The integration process failed because it was not adapted to the candidate or at the end of the process the newcomer's competencies did not correspond to the post yet: institutional/associative actors from the socio-professional support sector take over.

	In some sectors like housekeeping or construction , the newcomer's integration was officialized by a certificate.
Success criteria	The newcomer should be motivated to learn about the job and therefore he/she should get/look for information on it before applying.
Obstacles	According to an enterprise owner, to maximize the likelihood of success, the employment and integration institutions sending disadvantaged job seekers to recruiting enterprises should check their motivation for the job.
How can we use this practice in our case?	<p>This practice is relevant because it is focused on integration of various groups of disadvantaged workers, namely also migrants. It foresees benefits from learning for both migrants and enterprises. Thanks to this Guide addressed to directors and HR staff, new employees receive useful information, tools and support in order to maximize the likelihood of success for a good integration.</p> <p>The inspiration for the COME IN project can be seen in the place occupied by the disadvantaged worker at the heart of a network of actors responsible for his/her integration: the combination of communication advice, tutoring, training, management advice and suggestion of additional external support could be used as a lead for the project.</p>
Where can we find further information? Web/Social media	<p>The Guide "Des bonnes pratiques d'intégration en entreprise" : http://pays-de-la-loire.direccte.gouv.fr/sites/pays-de-la-loire.direccte.gouv.fr/IMG/pdf/Guide_des_bonnes_pratiques.pdf</p> <p>Additional tools:</p> <ul style="list-style-type: none"> - Practical sheets: http://pays-de-la-loire.direccte.gouv.fr/sites/pays-de-la-loire.direccte.gouv.fr/IMG/pdf/fiches_outils_V4_web.pdf - Experience feedback sheets: http://pays-de-la-loire.direccte.gouv.fr/sites/pays-de-la-loire.direccte.gouv.fr/IMG/pdf/fiches_temoignages_V5.pdf - Synthesis and methodology document: http://warrantsite.webbiz01.mow.it/content/8095.pdf

Country	Norway
Institution	Telenor Group
Year and duration of good practice implementation	2012 started N/A the duration
General description of the best practice	<p>Telenor launched the Open Mind Integration programme in April 2012, in cooperation with the Norwegian Labour and Welfare Service (NAV) and the Directorate of Integration and Diversity (IMDI). This programme aims to provide work experience to non-European immigrants in Norway. Five candidates participated in job training at Telenor for the first year.</p> <p>New Immigrants often face challenges when trying to secure employment in a new country, but through Telenor’s Open Mind program, their prospects for the future are changing.</p> <p>Poor language skills and attitudes among potential employers are common barriers to the employment of immigrants. However, the major obstacle for immigrants seeking employment is that they require relevant experience to get the job, but as they are unable to secure a job, they are unable to get the right kind of work experience.</p>
Main activities of the best practice	<p>The Open Mind Integration programme is based on Telenor’s Open Mind programme. Open Mind has been successful in providing job training for physically disabled people. After completing Open Mind, three out of four physically disabled people have been offered permanent jobs at Telenor or elsewhere. This Norwegian-based programme has already been introduced in Sweden, Malaysia and Denmark.</p> <p>The Telenor Integration Programme</p> <ul style="list-style-type: none"> • admits candidates twice a year

	<ul style="list-style-type: none"> • seeks candidates with diverse educational backgrounds • requires three years of higher education • candidates must be able to communicate on an informal level in Norwegian • is completed at Telenor’s headquarters at Fornebu, Norway <p>The Telenor Integration programme consists of an initial period of two months with computer training and coaching courses. After this, participants spend 10 months working for Telenor. The job training is adjusted to the candidates’ educational background, competence and work experiences.</p>
<p>Results of the best practices</p>	<p>Improving inclusion in working life of immigrants who have problems gaining a foothold in the employment market, and getting valuable international experiences and competence in return, makes this a win-win situation for employers, participants and society as a whole.</p> <p>All parties benefit from the programme:</p> <ul style="list-style-type: none"> • The participants gain work experience and a chance to prove themselves • Telenor acquires motivated and qualified employees • Society benefits from having a larger tax-paying population
<p>Success criteria</p>	<p>Telenor Open Mind is Norway’s largest work training programme integrating people with different work disabilities and immigrants outside Europe in regular working life (“Supported Employment”). The programme has received several awards for its efforts to bring people with different challenges in work life into permanent employment and has generated interest outside Telenor as well. Open Mind is already exchanging expertise and manpower with outside companies and are happy to give advices for companies who wish to start similar programmes.</p>
<p>Obstacles</p>	<p>N/A</p>

<p>How can we use this best practice in our case?</p>	<p>On one hand, migrants and refugees through coaching and training have more chances to integrate into labor market. On the other hand, businesses which are hesitant in hiring refugees, need successful stories and advices so this is an important characteristic that we can use in COME IN project.</p>
<p>Where can we find further information? Web/Social media</p>	<p>https://www.telenor.com/</p>