

A STUDY OF NEEDS ANALYSIS ON INTERCULTURAL TRAINING

Synthesis report

Elaborated by: IDEC SA

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein Project number: 538406-LLP-1-2013-1-IT-GRUNDTVIG-GMP

Table of content

| | |
|---|----|
| Introduction..... | 3 |
| The main sectors in which migrant’s work..... | 5 |
| Results of questionnaires | 8 |
| Results from the survey for the co-workers..... | 8 |
| Results from the survey for the workers..... | 15 |
| Results from the survey for employers | 23 |
| Comparison results..... | 30 |
| Results of in depth interviews | 37 |
| Results of focus groups | 43 |
| Conclusions and remarks | 47 |

Index of tables

| | |
|---|---|
| Table 1: Activity rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%) | 4 |
| Table 2: Unemployment rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%) | 5 |
| Table 3: Top 10 principal sectors of employment of native-born and foreign born persons aged 25-54 by gender, in EU-27 (% of total corresponding population) | 6 |
| Table 4: Overqualification rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%) | 7 |

Index of figures

| | |
|--|---|
| Figure 1: Statistic data on immigrant populations in partners’ countries | 3 |
|--|---|

Introduction

In 2010, 47.3 million people lived in the EU, who were born outside their resident country. This corresponds to 9.4% of the total EU population. Of these, 31.4 million (6.3%) were born outside the EU and 16.0 million (3.2%) were born in another EU member state. The largest absolute numbers of people born outside the EU were in Germany (6.4 million), France (5.1 million), the United Kingdom (4.7 million), Spain (4.1 million), Italy (3.2 million), and the Netherlands (1.4 million).

Figure 1: Statistic data on immigrant populations in partners' countries

Source: Eurostat, Katya Vasileva 34/2011

Activity rate is defined as the ratio between the economically active population (i.e. employed and unemployed persons), and the total population (i.e. active and inactive population). The activity rate of migrants depends on the reason of migration and there is a difference of at least seven percentage points higher for men than that of foreign-born women.

Table 1: Activity rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%)

| | Native-born | Foreign-born | Of which | | | |
|-------------------------|-------------|--------------|------------|----------------|------------------------------|--------------------|
| | | | EU-27 born | Non EU-27 born | Of which from countries with | |
| | | | | | High HDI | Low and medium HDI |
| EU-27 | 85 | 80 | 84 | 78 | 80 | 78 |
| Men | 92 | 92 | 93 | 91 | 92 | 90 |
| Women | 78 | 69 | 76 | 67 | 68 | 65 |
| Recent migrants | | 77 | 84 | 74 | 76 | 73 |
| Settled migrants | | 82 | 85 | 80 | 81 | 80 |

Source: Eurostat, LFS 2008

Labour market disadvantages for foreignborn persons are more visible when unemployment rates are analysed. Given the importance of education for successful integration into the labour market, it is useful to control for educational attainment when examining the performance of migrants in the labour market. Regardless of the level of education, the unemployment rates of foreign-born persons are systematically higher than the rates for native-born persons. This is the case for both men and women. Non-EU-27-born women with low educational attainment had the highest rate of unemployment.

Table 2: Unemployment rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%)

| | Native-born | Foreign-born | Of which | | | |
|-------------------------|-------------|--------------|------------|----------------|------------------------------|--------------------|
| | | | EU-27 born | Non EU-27 born | Of which from countries with | |
| | | | | | High HDI | Low and medium HDI |
| EU-27 | 6 | 10 | 7 | 12 | 10 | 12 |
| Men | 5 | 10 | 6 | 11 | 10 | 12 |
| Women | 6 | 11 | 9 | 12 | 11 | 13 |
| Recent migrants | | 12 | 9 | 14 | 13 | 15 |
| Settled migrants | | 9 | 7 | 11 | 9 | 12 |

Source: Eurostat, LFS 2008

The financial crisis in 2009 has increased the unemployment level in Europe especially among the immigrants with low educational background.

The main sectors in which migrant's work

Depending on their gender, migrants are more present than native-born persons in certain sectors. For example, foreign-born men are 1.4 times more likely to work in construction than native-born men. More than 10 % of employed foreign-born women worked in activities of households, while only 1 % of employed native-born women aged 25–54 worked in this sector. For both genders, migrants are more likely than native-born persons to work in the food and accommodation service sector.

Table 3: Top 10 principal sectors of employment of native-born and foreign born persons aged 25-54 by gender, in EU-27 (% of total corresponding population)

| | Native-born | Foreign-born |
|--|-------------|--------------|
| Men | | |
| Manufacturing | 22 | 22 |
| Construction | 13 | 19 |
| Wholesale and retail trade, repair of motor vehicles and motorcycles | 13 | 12 |
| Accommodation and food service activities | 2 | 8 |
| Transportation and storage | 8 | 8 |
| Administrative and support service activities | 3 | 5 |
| Human health and social work activities | 4 | 4 |
| Professional, scientific and technical activities | 5 | 4 |
| Information and communication | 4 | 3 |
| Public administration and defense; compulsory social security | 8 | 3 |
| Women | | |
| Manufacturing | 17 | 16 |
| Construction | 15 | 13 |
| Wholesale and retail trade, repair of motor vehicles and motorcycles | 12 | 11 |
| Accommodation and food service activities | 4 | 10 |
| Transportation and storage | 1 | 10 |
| Administrative and support service activities | 4 | 8 |
| Human health and social work activities | 12 | 7 |
| Professional, scientific and technical activities | 5 | 4 |
| Information and communication | 3 | 4 |
| Public administration and defense; compulsory social security | 8 | 4 |

Source: Eurostat, LFS 2008

With an overqualification rate of 34%, foreign-born persons are clearly more likely to be overqualified than native-born persons, who registered a rate of only 19 %. This difference indicates a potential misuse of migrants' skills and qualifications. This issue was more acute for non-EU migrants, for whom overqualification reached 36 %. This may be a consequence of the greater difficulties encountered by third-country migrants in having educational qualifications and skills earned abroad recognised in the receiving country.

Table 4: Overqualification rate of persons aged 25–54 by groups of country of birth, gender and duration of residence in the receiving country, EU-27, 2008 (%)

| | Native-born | Foreign-born | Of which | | | |
|-------------------------|-------------|--------------|------------|----------------|------------------------------|--------------------|
| | | | EU-27 born | Non EU-27 born | Of which from countries with | |
| | | | | | High HDI | Low and medium HDI |
| EU-27 | 19 | 34 | 29 | 36 | 34 | 38 |
| Men | 19 | 32 | 27 | 35 | 32 | 36 |
| Women | 19 | 35 | 30 | 38 | 35 | 41 |
| Recent migrants | | 43 | 37 | 47 | 38 | 52 |
| Settled migrants | | 29 | 24 | 32 | 32 | 32 |

Source: Eurostat, LFS 2008

Results of questionnaires

The purpose of this survey was to explore perceptions and experiences of the relationship between Migrant Workers (MWs) and their co-workers (indigenous and of other nationalities) and employers and supervisors.

The survey was carried out in five European countries (Italy, Sweden, Austria, Greece, and Spain).

Results from the survey for the co-workers

Total answers: 202

The co-workers that responded to the survey are mostly women (53%), aged between 26 and 45. The majority is working in SMEs (57%) and a significant 24% is working in industries.

Regarding the inclusion of MWs, co-workers believe in general that is very good. They think that MWs comply with safety regulations, they cooperate productively with co-workers and that they adapt easily to the behaviour on the workplace. The negative aspects are the language skills of MWs and the fact there are not training courses available for employees teaching how to manage diversity.

The main challenges that MWs have to face, based on their co-workers opinion are:

1. Learning to do their job
2. Punctuality and attendance
3. Rights and duties on the employment relationship
4. Getting along with colleagues and supervisor
5. Pursuing its own rights on the workplace
6. Language skills

As less important challenges are considered the food, the religion, the body language and the relations with the other gender.

Co-workers believe that MWs are working in teams willingly and that they show adequate working behaviour e.g. punctuality, teamwork etc. They also think that MWs have their own opinion and have no fear in expressing it.

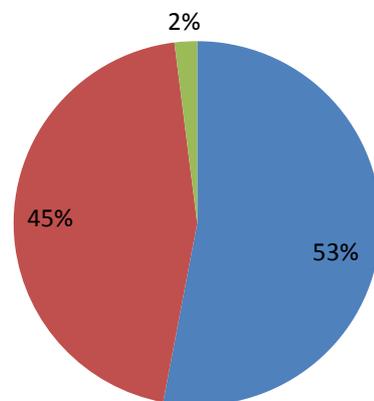
Finally, about the measures adopted to improve MWs work inclusion, they state that MWs tasks, rights and responsibilities are clearly formulated, that the enterprise provides strict activity

organisation procedures to follow and that MWs are praised for a well-done task. Leisure time activities are not fostered and there is no training for migrants on the working reality of the host country.

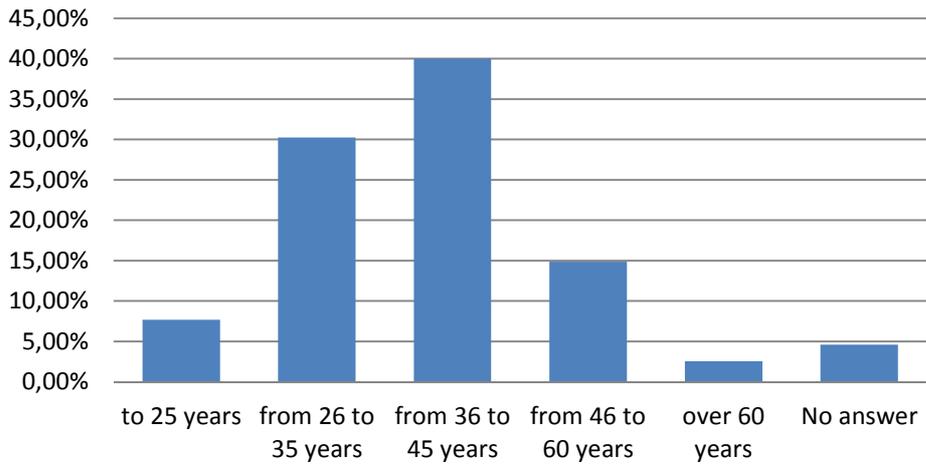
Profile of respondents

Gender

■ Woman ■ Man ■ No answer

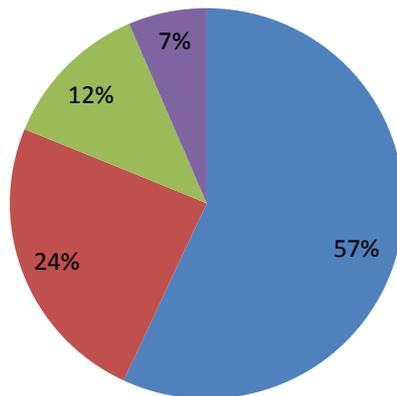


Age



Working sector

■ SMEs ■ Industries ■ Other ■ No answer



Co-workers' opinion about how good in general is the inclusion of Migrant Workers (MWs) in the workplace

What co-workers think are the main challenges in work inclusion of migrants with indigenous co-workers, with migrants of other nationalities, with employers and supervisors

How the co-workers think that the work behaviour of MWs is influenced

Measures that have been adopted to improve the situation for MWs

Results from the survey for the workers

Total answers: 202

The majority of the migrants that responded to the survey are male (55%), aged from 26 to 25 years. They are currently employed (65%), working in SMEs (49%) and in industries (31%).

Almost all of them (70% totally agree and 21% partly agree) that the behaviour on the workplace is explained. They also agree that the supervisor gives clear directives on the job tasks and that the tasks and responsibilities are clearly explained. It is very positive that 62% totally agree that they are aware of their rights on the working place. On the contrary, it is a barrier for their inclusion that there are no training courses available for employees teaching how to manage diversity and there are limited possibilities for them to participate in qualification courses or visit exhibitions, fairs etc.

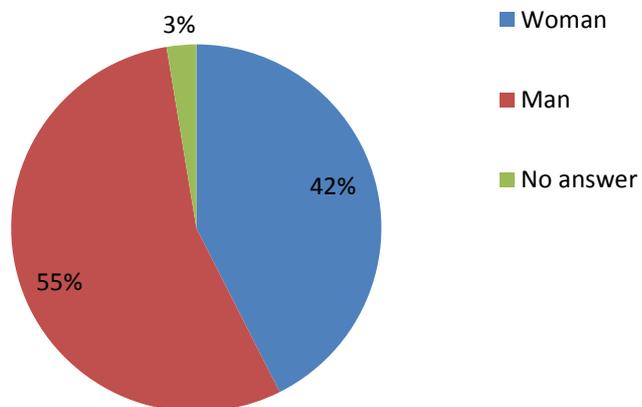
MWs state as main challenges that they have to face, first of all the punctuality and attendance, learning how to do their job, rights and duties on the employment relationship and understanding the employment relationship. Very important challenges for them are also getting along with colleagues/ supervisor, the first day on the job and pursuing their own rights on the workplace. As less important they state the religion, the feeling as migrant, the food and the relations with the other gender.

Regarding their behaviour at work, they feel that they show adequate working behaviour (punctuality, teamwork, motivation) and that they seek to improve their qualification and to develop their competence. They work in teams willingly and they feel social competent. They are also willing to undertake more difficult tasks. The majority of the respondents are satisfied with the level of mutual trust and support between employees, feel that supervisors and colleagues respect their beliefs and principles and that their colleagues willingly share with them their knowledge and experience. However 36% of the respondents have fear in expressing their own opinion over a 27% that feels confident in expressing it.

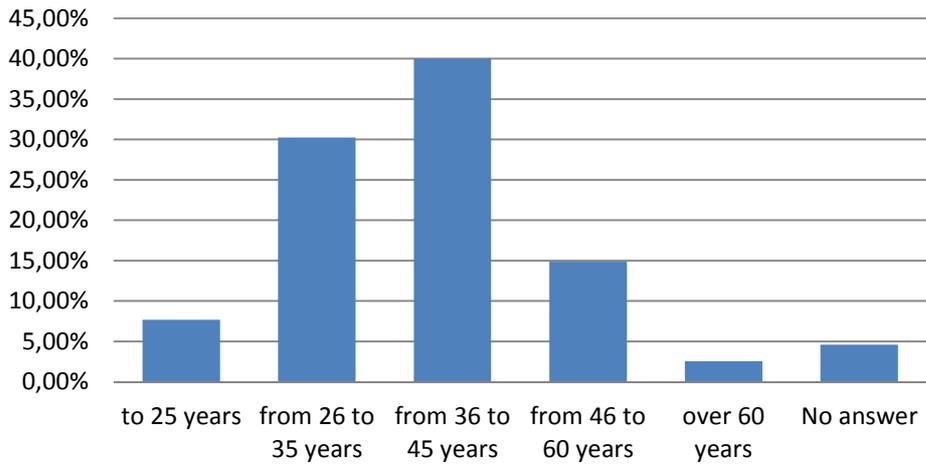
As measures adopted for the improvement of their inclusion, MWs recognize that they are evaluated based on their work results, that the enterprise is seeking to provide all technical-organizational conditions for successful tasks and that the enterprise provides strict activity organization procedures to follow. The main motivational factor for the majority of the respondents is the material compensation. 55% of the respondents state that they have been trained to the working reality in the host country. The less frequently adopted measures are leisure time activities, informal discussions with managers and encouragement of personal initiatives.

Profile of respondents

Gender

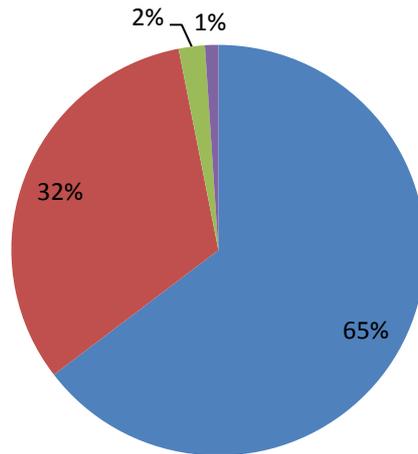


Age



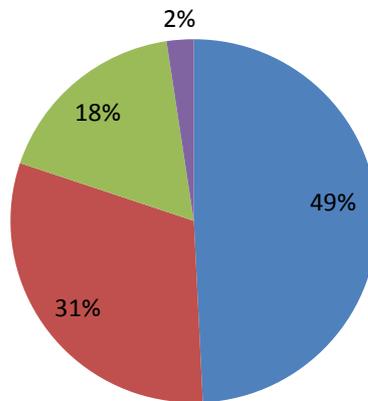
Current status

■ Employed ■ Unemployed ■ Currently in training ■ No answer



Working sector

■ SMEs ■ Industries ■ Other ■ No answer



Migrant workers' opinion about how good in general is their inclusion in the workplace

What are the main challenges in work inclusion of migrants with indigenous co-workers, with migrants of other nationalities, with employers and supervisors

How the work behaviour is influenced

Measures that have been adopted to improve the situation for MWs

Results from the survey for employers

Total answers: 187

The managers and supervisors that responded to the survey are mainly men (63%), aged between 36 to 60 years. The vast majority (69%) is working in SMEs.

In general they seem satisfied with the inclusion of MWs at the workplace. They think that the supervisors give clear directives on the job tasks, the tasks and responsibilities and also the behaviour are clearly explained. They agree that MWs cooperate productively with their co-workers, they follow the directives given by the supervisor, they carry out the assigned tasks successfully, they comply with the safety regulations and that they are aware on the issues regarding their rights on the working place. The negative remarks are the not so good language skills and the missing of the country-specific know how. As stated by the majority, there are no training courses available for employees teaching how to manage diversity, there no introductory programmes for newly arrived migrants, MWs are not trained on cultural habits and objectives and there is no training provided on terminology.

As main challenges in work inclusion of migrants, they recognise:

1. Learning to do their job
2. Punctuality and attendance
3. Getting along with colleagues/ supervisor
4. Rights and duties on the employment relationship
5. Language skills
6. First day on the job
7. Understanding the employment relationship
8. Respecting other people beliefs and principles
9. Pursuing their own rights on the workplace

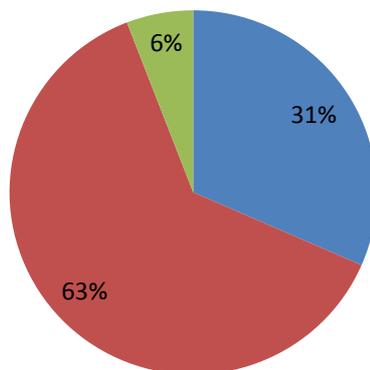
Employers are satisfied with the behaviour of MWs. They agree that they show adequate working behaviour, they are working in teams willingly, they have their own opinion and they have no fear in expressing it. They don't think that MWs have to face issues such as clichés, racism etc. and they don't think that MWs blame their bad work results on negative working environment. However, the results are not very positive for the creativity of MWs and the generation of new ideas. The majority of the respondents partly agrees that MWs follow the principle "managers' task is to think, employees' task is to carry out".

Regarding the measures adopted to improve MWs work inclusion, managers state that the tasks, rights and responsibilities are clearly formulated and that the enterprise is seeking to provide all technical-organisational conditions for successful tasks. The work results are the main criteria when evaluating MWs and the compensation system evaluates also their skills and competences. It is also mentioned that the enterprise provides strict activity organisation procedures to follow and the managers along with other employees discuss and evaluate reasons of the unfulfilled tasks.

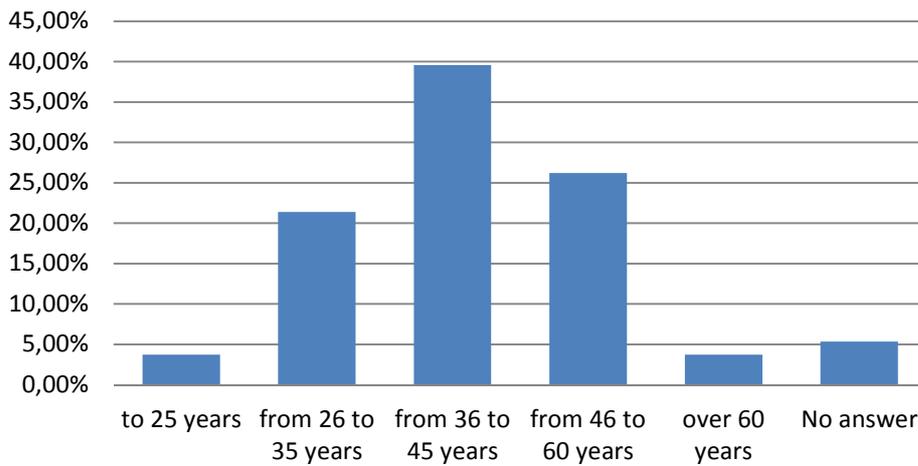
Profile of respondents

Gender

■ Woman ■ Man ■ No answer

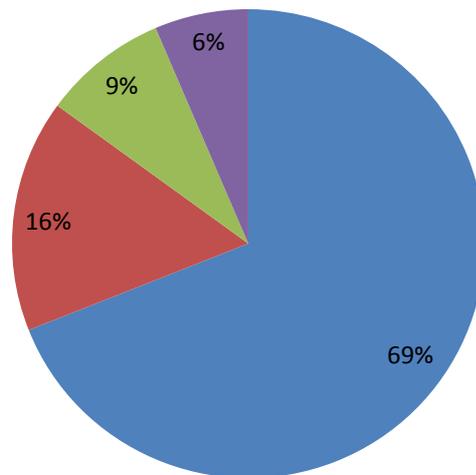


Age



Working sector

■ SMEs ■ Industries ■ Other ■ No answer



Employers' opinion about how good in general is MWs' inclusion in the workplace

What employers think are the main challenges in work inclusion of migrants with indigenous co-workers, with migrants of other nationalities, with employers and supervisors

How the work behaviour of MWs is influenced

Measures that have been adopted to improve the situation for MWs

Comparison results

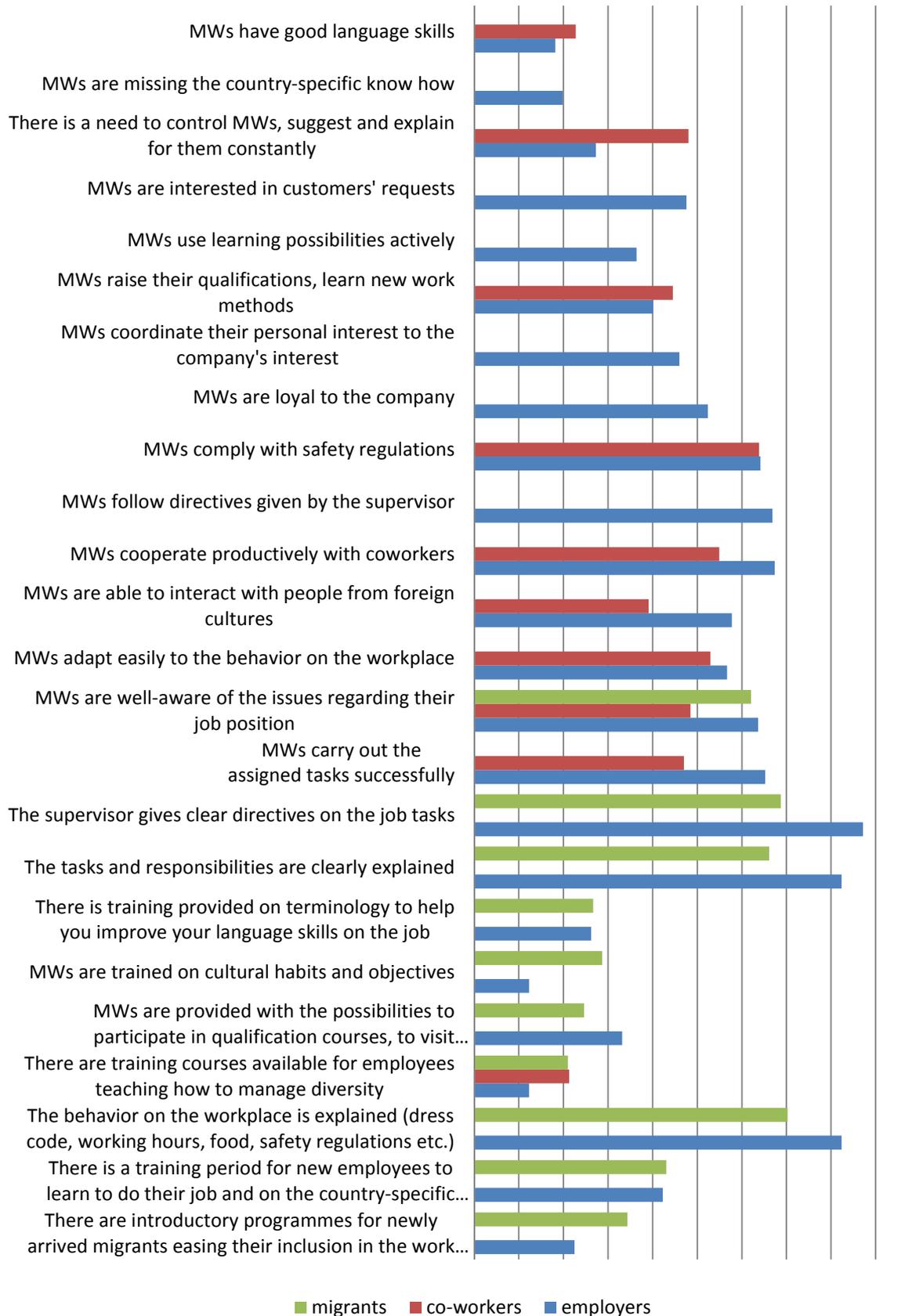
Opinions about how good in general is the inclusion of MWs

Both employers and MWs agree that the behaviour on the workplace is explained, that the supervisor gives clear directives on the job tasks and that the tasks and responsibilities are clearly explained. They also agree that they are aware on their rights on the working place.

Employers and co-workers agree that MWs comply with safety regulations, they co-operate productively and adapt easily to the behaviour on the workplace. The majority also feels that MWs carry out the assigned tasks successfully. However, both groups are partly satisfied with the language skills of MWs. Employers evaluate more positively the performance of MWs comparing to their co-workers who are less satisfied with the ability of MWs to interact with people from foreign cultures, their collaboration with them and they feel that there is a need to control MWs and explain for them constantly.

All three groups state that in most cases there are not training courses available for employees teaching how to manage diversity and there are no introductory courses for newly arrived migrants easing their inclusion in the work place.

How good is the inclusion of MWs



Opinions about the main challenges in work inclusion of migrants

The answers given from all three groups are quite similar.

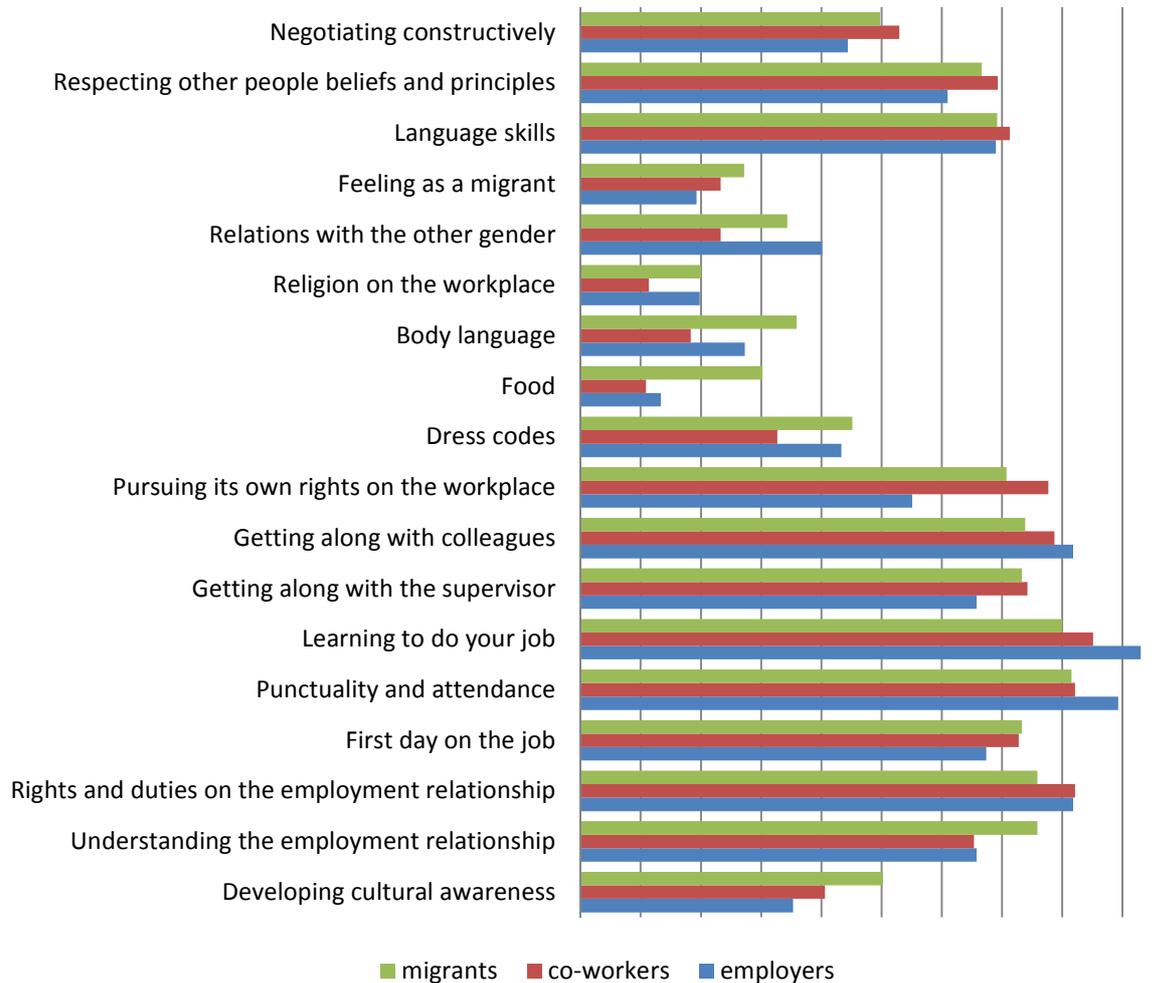
There are some issues such as the relations with the other gender, the religion, the body language, the food and the dress code that are considered more important for migrants and employers than the co-workers realize.

MWs seem less concerned about their rights on the working place, learning to do their job and their rights and duties than employers and co-workers think they are. On the contrary they are more concerned about understanding the employment relationship and developing cultural awareness.

For all three groups, the most important challenges are learning to do the job, punctuality and attendance and getting along with colleagues.

The situation in Spain is particular because more than 50% (26 out of 40) of the respondent MWs come from Spanish speaking countries, so they don't face the challenge of the foreign language.

Main challenges in work inclusion of migrants



Opinions about how the work behaviour of MWs is influenced

In general MWs evaluate most positively their behaviour than their employers and co-workers. Moreover, employers are more satisfied with the behaviour of MWs than their colleagues.

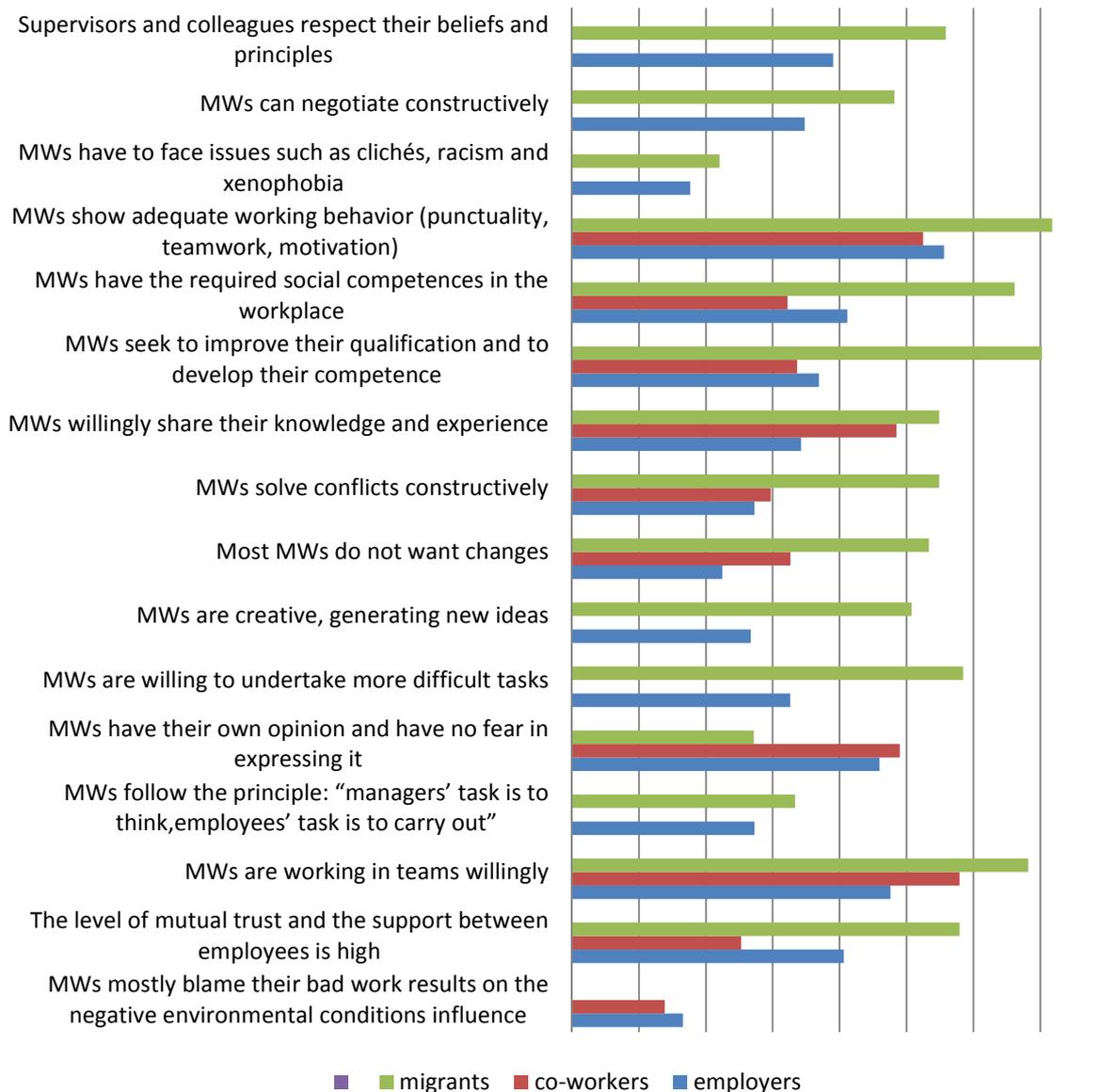
MWs seem very confident that they have the required social competences, they seek to improve their qualification, they generate new ideas and they are willing to undertake more difficult tasks. They also find the level of support between employees much higher than their co-workers.

The opinions of co-workers and employers are much more similar.

All three groups agree that MWs show adequate working behaviour, are working in teams willingly and willingly share their knowledge and experience.

Regarding the statement that MWs have to face issues such as clichés, racism and xenophobia, the average percentage for all participant countries is relatively low (less than 20%). However, it should be noticed that in Austria while the vast majority of employers and supervisors (74%) say that this does not correspond at all, MWs mainly think that this corresponds partly (50,00%) to very much (47,73%).

MWs behaviour



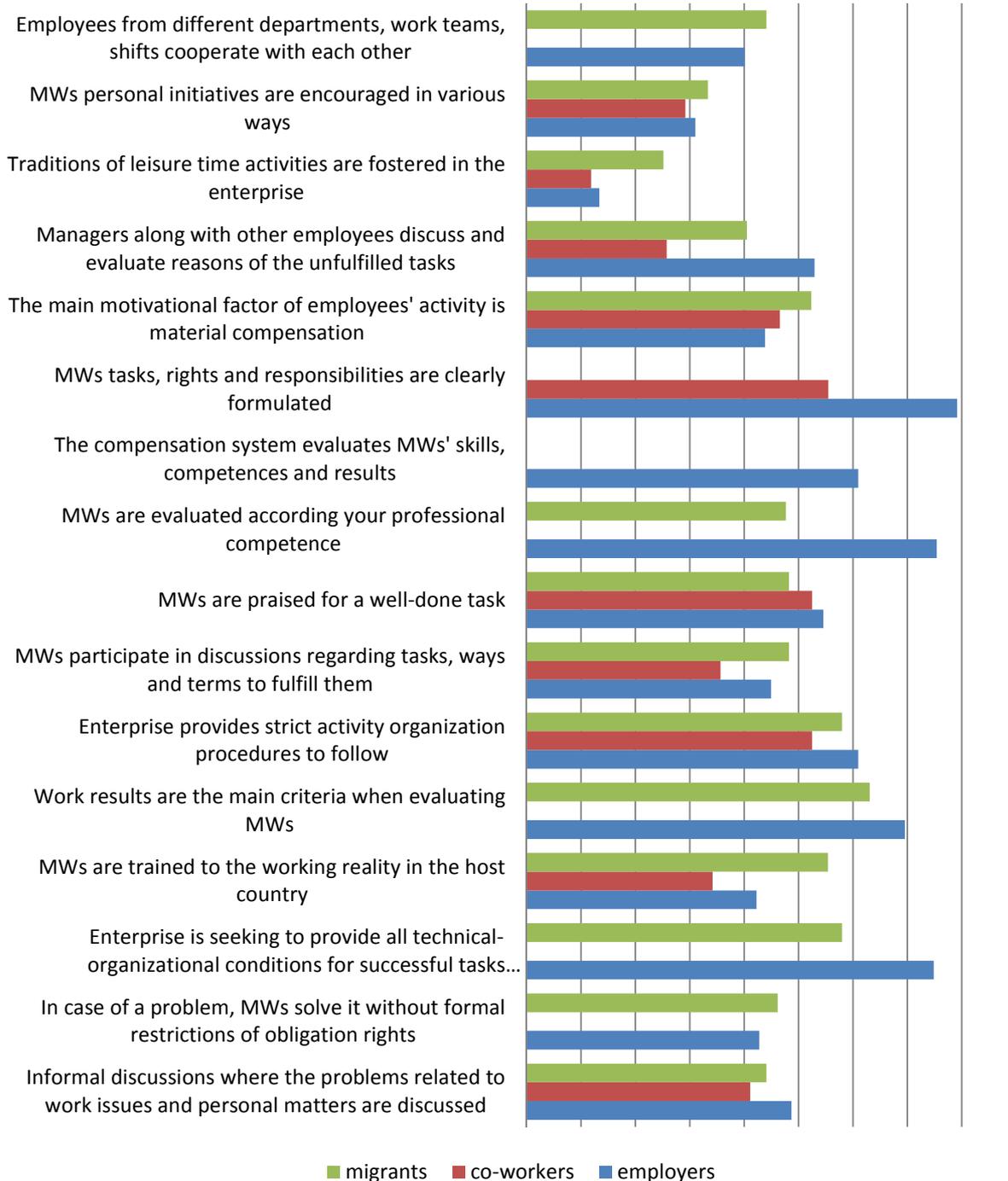
Opinions about measures adopted to improve MWs work inclusion

There are no big differences in the answers of the three target groups, although employers do recognize more measures adopted.

For both employers and migrants, the most important measure is that the tasks, rights and responsibilities are clearly formulated and also that the enterprise provides strict activity organisation procedures.

All three groups state that leisure time activities are not fostered in most cases.

Measures adopted to improve MWs work inclusion



Results of in depth interviews

Profile

In depth interviews have been carried out in order to deepen some of the most important aspects of the questionnaires. All partners interviewed in total 45 persons: 15 migrants, 14 employers, 15 co-workers and 1 representative of the trade union.

The interviewees, they all wish to be anonym, but want to contribute for the project implementation.

Key points:

- What is “intercultural competence on the workplace”?

By the majority of the interviewees, the general opinion is that on the workplace, interculturality is not an issue to deal with. All workers are only concerned to fulfil their own tasks and nobody expects a different treatment because of his/her nationality. Both migrant workers and native workers feel equal and believe that they are evaluated only based on their results. The interviewees are not sure how interculturality can be taught, they consider it as a competence that the person already has or not.

- How can integration be improved?

There is a difference in the opinions between migrants, co-workers and employers. Migrants are doubtful about the potential that the society can change its perception and attitude towards migrants. Co-workers seem more convinced that the migrants get what they deserve, either good or bad, depending on their own behaviour, they don't agree that natives and migrants workers should be treated differently. Employers agree that training on interculturality would improve the collaboration and the performance of migrants but they think it shouldn't cost anything, both money and time.

- Why is it important?

The representatives of employers acknowledge the importance of intercultural competences for their staff but still don't know how important it could be for them and what could be the added value to their companies.

Most of the co-workers are only concerned about the job that has to be done, with or without intercultural training. For them, if every player in the team does his/her job well, there won't be any need for this kind of questions.

For migrant workers, the training seems to be important, but they also don't want to risk their positions in the companies.

- Main differences

Generally the results of the interviews are very close to those from the questionnaires. The main gap is between the opinion of the employers and the migrant workers about their integration. There is also a gap between Co-Workers and migrant workers about the behaviour of migrants at work.

How good in general is the inclusion of Migrant Workers (MWs) in the workplace?

MWs

In most countries there are no introductory programmes or training courses, nor on cultural habits, neither on specific terminology for foreign workers and there are no training courses available for employees teaching how to manage diversity. Most of the workers learn as they go along. They have to adjust to national regulations and instructions, and learn this when facing these issues hands on. For some MWs there was a short introduction of one or few days when they were informed about the organization, rules and regulations, but also about their rights as employees. They also was introduced working alongside of more experienced staff before being able to work on their own.

Co-workers

As long as employees are given tasks within their competence range there are no problems. Co-workers express that they see no difference in newly employed depending on from where they origin. The cooperation with MWs works well, the one thing that can be a problem is the language issue, if the MWs language level is low or insufficient for the work, but also in general, in breaks etc. Regarding behavioral issues it can be difficult to detect, however cultural issues can and have occurred, men from other cultures can find it difficult to work under a female foreman or manager or perform tasks as they view typical for females.

Employers

The existence of introductory programs depends on the working sector (e.g. there are some introductory programs in the educational and health care sectors) and the size of the company. The programs differ from organization to organization, but referring to the employers they think that the larger the organization the more likely there is an introductory program, not specific for MWs, but for all staff. It is also expected that MWs have enough language skills to manage on their own when

starting to work in various sectors. There is also a concern about that migrants don't learn enough, not only language, but also about society, i.e. civic knowledge.

Most MWs are seen as good and loyal workers, not afraid of taking initiatives, but they usually need more time to feel confident enough to do so. Employers also think they need to have knowledge about migration, different cultures and even ongoing and old conflicts around the world when employing people from other countries working for them. It is more common with conflicts between different groups of MWs than between MWs and native workers.

What are the main challenges in work inclusion of migrants?

MWs

It is difficult for MWs to fully understand codes and rules in the work place, where every work place has its own set of informal and non-formal rules alongside the formal rules. It takes time to fully learn those rules or codes for all new employees, but especially for MWs this takes time and sometimes causes friction in the work group or organisation.

Also resistance in work-groups for employing migrants have been experienced, and this can be a problem if the resistance is high or led by a strong co-worker. Sometimes this goes away when they can see that the work is being done in a proper fashion and that there is nothing to fear from the MW. There have been cases when the MW has been relocated within the organization, but also the reversed has happened.

Lack of interest for solving these issues with introduction, no one will take responsibility for any formal introduction and production comes first hand.

Communication skills are essential regarding work performance, and the higher level of L2 the migrant has, the better the work flow within the organisation or group, and the less friction there are the easier to get accepted.

The trade unions have taken quite an interest in these issues with integration in workplaces, at least where they are represented, they also develop programs for this and arrange information meetings for their members.

MWs are satisfied with the level of mutual trust and the support between employees, working in team, and they feel confident to express their own opinion, suggesting new ideas and improvements. They would be willing to undertake more difficult tasks, or partly, after the provision of a specific training course. Most of them answered that they adapt easily to changes, and no one has faced any problems with his/her colleagues such as clichés, racism, xenophobia, and they state that their colleagues share their knowledge and experience with them.

Co-workers

Most workers seems to be indifferent as from where their co-workers origin, as long as it doesn't affect the performance negatively. Co-workers normally takes some responsibility for the narrow introduction of the work and, if needed also the training and language connected with the tasks to perform.

Communication is essential, at least on a basic level, depending on what kind of work it is about. There are also differences in expectations about language skills depending on what kind of work we are talking about.

What is regarded important is whether the MWs are able to, or willing to share the values and attitudes of the organisation they are working in, also the values and attitudes in the work group.

According to co-workers, the main difficult for migrant workers is the language competences and the cultural differences, especially on religious aspects. Moreover, it is underlined how migrant workers have more difficulties on socialize on a deeper level with native co-workers, and in some case migrants stay on their own during breaks.

Employers

Generalisation, meaning that employers tend to treat all MWs the same, regardless of from where they origin. This would lead to a lack of attention to the needs of specific groups.

Also a lack of understanding of cultural differences in workplaces is coming out from generalisation, why MWs do and act as they do in certain situations.

So again, communication is of essence, not only communication from the MWs, but also from employers in their way of expressing messages to staff, including MWs.

From the employers point of view it is important to work with the confidence of the MWs, for them to be able to really show their skills and competences.

How is the work behaviour influenced?

MWs

The behaviour on the work place is really influenced by how the atmosphere is at the time of their start at the work place. MWs tries to adapt as much as possible and as quick as possible, because they think they have to in order not to stick out to much from the current norm. As a MW you have

to prove yourself more than if you are a native worker before you get the feel that you are trusted to perform. It takes some time before you, as a MW, have gained the confidence to express your opinion and to be listened to by your co-workers. You also have to spend some time with getting experienced with your tasks before you share ideas about improvements in work.

As a MW you are met with both curiosity and suspicion, but it is not always easy to determine whether it is meant seriously in terms of racism or clichés, if it is hostile or friendly. This also inflicts that you perhaps keep a more low profile for a longer period of time than you normally would.

Regarding the willingness to undertake more difficult tasks this is connected to the confidence level with the MWs, but in general they say that they, as well as native workers, have a need for development on a personal level.

Co-workers

Migrant co-workers normally needs more time to open up, to communicate their opinions and thoughts about work and organizational issues. Their willingness to work in teams is high, but also dependent on their ability to communicate, how well they speak the language and for how long they have been employed in the organization.

It can be a good idea to have some more experienced MWs to act like mentors, and when needed as mediators, for the more recent employed MWs.

No real conflicts experienced, and minor disputes is solved in the same way regardless of from where the employee origins.

In general, the work behavior of migrant workers is described as good and efficient, and they work in teams willingly. Generally, they not share their opinions, because they have a sense of inferiority, or because they haven't job positions of responsibility or simply because they are introverts. Migrant workers don't trust easily and they are wary, because they are afraid of risks, so they tend to stay on their own and don't share ideas. They are very engaged on their job and to the development of the enterprise.

Employers

The behaviour of MWs doesn't differ much from native workers, however once we have learned to have people from other cultures in the organization, differences are perceived as smaller. There is always a learning curve in the organization, its members. This has to do with prejudice, fear and other factors that have to be overcome. When those factors are minimized, things become less complicated. We know what to look and ask for and MWs will have a smoother transition into the workplace.

Employers interviewed agree in affirming that migrant workers are effective and productive with their tasks, described as willing and collaborative workers, eager to learn, to develop new skills and capable of sacrifices to achieve business goals. They are able to perform their tasks autonomously. Some of them, according to employers' opinions, take the possibilities available to improve their skills, but there is a distinction between European workers and non-European workers, who generally come to Europe to work for a while and then come back to their countries, so they aren't interested in making a career. They generally cooperate productively with their co-workers, and every employers and co-workers have experienced only a few cases of conflict or of behavioral issue, which were solved with informal and formal discussion. Conflict or behavioral issues were more frequent in the past, and involved mainly communication and relationships aspects among employees.

What measures have been adopted to improve the situation?

MWs

It would be good to have some person to talk and discuss with on a regular basis, the same person, like a mentor. To work with native speakers, and not to create teams with only MWs.

Most measures perceived comes from either made up plans from the organization or from co-workers taking responsibility for the integration of MWs, not seldom from a strict perspective of production.

The respondents answer that it will help more initial and continuing training activities, and a major socialization, through the organization of leisure time activities with co-workers, in order to learn the national culture and develop relationships with colleagues for a more peaceful and respectful coexistence.

Co-workers

Depending on organization measures ranging from none to shorter inputs in form of seminars and workshops, often in combination with other efforts and gatherings of staff.

Other measures are more dependent on personal interest from staff, some staff take a great responsibility and help MWs whenever needed, they also bring them into the group or team. They act like informal mentors, not appointed by the organization.

Employers

Among the measures that employers have adopted to improve the situation for the migrant workers inclusion, there are the use of initial informal interviews and discussion and the mentoring practice to learn the job. Workplace safety training courses are the only courses offered and there are no leisure time activities apart from dinners organized one or three times during the year. Finally,

employers think that courses on language and cultural differences could help the working inclusion of foreign workers, which should be organized by public institutions in collaboration with trade associations, chambers of commerce and Industry. Moreover, organizing leisure time activities which take into account cultural differences could help migrant workers not be excluded by socializing moment.

Another measure that employers try to implement is to create an understanding between our different groups of workers, and to minimize the gap here in-between. In Sweden, and especially on the health sector, programs are developed to improve for MWs, not only for MWs, but for all staff, to highlight cultural aspects, similarities and differences to bridge those differences and create mutual understanding since this is not a one-way phenomenon.

There are no specific compensation or bonus-programs for MWs, this is viewed as a wrong way to deal with integration in the work place, on the other hand bonus-system exists for example certain groups in workplaces where all involved get a bonus when performance have been good.

Another important issue is that most organisations do have an integration plan, but very few implements it in their daily work. By really doing so things could improve significantly with quite a small effort.

Results of focus groups

Focus groups have been organised in all participant countries with representatives of trainers, mentors of migrants, guidance counsellors and employment service officers, members of associations, representatives of different SMEs and industrial companies and local decision makers in the area of vocational training, job placement and public social care. It was discussed with them about the issue of intercultural training on the workplace and about the results of questionnaires and interviews.

Main obstacles for the integration of migrants in labour market

- Language skills
 - Lack of available language courses for migrants.
 - Difficult to learn a new language given teaching methods used. Few options.
 - Long waiting times for classes
 - Most jobs and higher studies require fluency in the national language even if jobs and classes are held in English.

- Even if fluent – accents still mark the foreigner as a non-native – lack of pronunciation classes
- Difficulties in recognition of non-national certifications/ qualifications
 - non-national degrees/education not recognized in-country as being valid (despite in some cases international recognition)
 - non-national work experience not recognized in-country as being valid (despite in some cases international recognition)
 - requirement to obtain a national certificate despite certificates/long work experience in other countries
- Lack of information regarding labour issues e.g. legislation.
 - Main employment sites are only in the native language
 - Difficult to understand codes and rules: No explanation of how the labour systems work provided, natives assume non-natives know the process and this can lead to conflicts at the workplace
 - Difficulties with bureaucracy
- Integration issues
 - Attitudes: hostile/racist attitude against immigrants – lack of understanding and interest to learn more. Assumptions preferred over facts. Homogeneity is valued over multiculturalism
 - Natives move out of neighbourhoods that have high percentages of foreigners
 - Cultural differences: not always accepted
- Limited Study options
 - Limited possibility for training and improvement of knowledge and skills because of lack of time, money and flexibility of training programs e.g. e-learning courses
 - Cost prohibitive for non-natives without employment
 - Lack of proper education/demanded skills + knowledge
 - Time prohibitive for non-natives with a job
 - Few tailored options

- Behavioural issues e.g. hostile/racist attitude against immigrants. The cultural differences are not always accepted and in most cases it is expected by the migrants to adapt to national culture rather than respect the migrants' diversity
- Limited work options
 - High rate of unemployment. Limited choices for employment and even fewer possibilities for self-employment
 - Resistance in work-groups and organisations for employing migrants
 - Time consuming to learn migrants into the job
 - Lack of proper education/demanded skills + knowledge
 - Many migrants only look for jobs within their own community
- Lack of understanding of cultural differences in workplaces
- No introduction program specific for migrants, most employers use their standard program for new employees
- Employers are only involved marginally on the issues that should be developed for a better integration of foreign workers and for the intercultural dialogue, so that they put in action individual strategies dictated by the upcoming needs and past experiences. In some case, individual strategies have developed a more structured practices, such as canteen menu which considers some religious dietary restrictions, and the construction of religious places for praying

Common characteristics regarding the behaviour of migrants

- Lack of confidence to make their own decisions
- Small expectations for career – less motivated
- Avoid communication with public authorities- not well informed about their rights
- Limited knowledge on multicultural guidance and education to adapt to a new social environment
- Loyalty and hard work
- Choices
 - Not always able to/allowed to make their own decisions

- Too advanced demands to enter labour market / Lack of opportunities to start own business
- Social welfare system – better paid to stay home
- Limited knowledge on multicultural guidance and education to adapt to a new social environment

Barriers for intercultural training

- Limited or ineffective interaction between authorities, labour market, and immigrant associations
- Limited knowledge on multicultural guidance and education to adapt to a new social environment / Lack of skilled staff
- Inability to reach and understand the true needs of the target groups
- Lack of common resources and political uniformity
- Lack of adjusted methods/time for integration to the work place
- Generalisation – lack of attention to the needs of specific groups
- Lack of understanding of cultural differences in workplaces
- Lack of interest, meaning production comes first

Needs for intercultural training

- It was underlined that there isn't a need of language training, but of communication competences, such as intercultural and interpersonal communication skills. Training programs should face the issue of diversity and the respect of it, in terms of daily cultural and religious needs of foreign workers
- Intercultural training should go deeper than the first reception of foreigners and it is necessary to adapt the training to the type of user, for example by providing special training courses for foreigners on workplace safety, using materials translated into foreign languages and through practical examples
- There is a need to face the issues of intercultural dialogue, supporting workers relations inside and outside the workplace, and the gradual acceptance of foreigners with positions of responsibility within the company, which seems to be the farther goal.

- It is necessary to involve not only the world of work and of vocational training, but also school and associations for social gatherings.

Even though migrants face a lot of barriers to integrate in the society and labour market a lot of them overcome these hurdles and do get jobs. What is said in the focus group is that migrants at the workplaces aren't seen as different from others, or at least they are trying to treat everyone on even terms.

It is not common to have an elaborated introduction program specific for migrants, most employers use their standard program and leave the adaptation to those conducting the introduction in the workplace. This also means that a lot of this work have to be done in the workgroups and by colleagues, which in turn implies that depending on where in the organisation you are, you will get a different kind of introduction.

Communication skills are essential regarding work performance, and the higher level of L2 the migrant has, the better the work flow within the organisation or group, and the less friction there are the easier to get accepted (this goes for native workers as well).

It is also the common understanding that migrants should have been given a lot of general knowledge about how this process works at the workplace, and that the workplace only should provide the company-specific introduction.

Migrant are often seen as very loyal and hardworking, and even though there are some ideas that this has to do with from which country they origin, this is beneficial for the migrant.

Most workers are indifferent as from where their co-workers origin, as long as it doesn't affect the performance negatively. Co-workers normally takes some responsibility for the narrow introduction of the work and, if needed also the training and language connected with the tasks to perform.

There are no specific views on how migrants prefers to work in groups/teams or not, this is viewed rather as migrants work where possible, and here no difference is noticed between migrants and native workers.

Conclusions and remarks

From an overall analysis of the collected data we can draw some conclusions for the definition of the challenges and the needs for the integration of migrant workers in the workplace.

Migrant workers are looking not just for working relations but for deeper relationships with colleagues, and they express more needs of integration.

We can affirm that the inclusion of migrant workers in the workplace is perceived by target groups as good. Nonetheless, there is a need for a major training activity for all workers: initial training to start learning the job, and continuing training to develop competences and knowledge.

In most cases, the only training programs available are on safety in the workplace, provided by enterprises, and on rights and duties, which are provided by trade unions or private agencies.

Trainings on working behavior, on learning the job and on country specific know-how is provided using informal mentoring , peer-to-peer approaches: a more experienced worker support the worker who is just arrived, showing him what to do. In fact, they state that tasks and responsibilities are clearly explained and supervisors give clear directives. This is a common practice which promotes relationships within the workplace, nonetheless, migrant workers express the need to understand in a deeper way what they are doing, completing their training with an theoretical basis. This lack is seen as the main limit to the expression of their opinions on the work and to the personal initiative in proposing new ideas.

It emerges a lack of opportunities to participate in qualification courses, visit exhibitions or fairs, in cultural habits training, and the main need in the field of training, expressed by all target groups, regards language for general and specific purposes. Migrants also express the need to be trained on technical competences, in order to develop knowledge and grow professionally.

The general opinion on migrants, of co-workers and employers, is that they are willing, productive workers, which generally cooperate, and adapt to the working behavior, but there is a need to control them, suggest and explain, because of low language skills.

On the main challenges for the inclusion of migrant workers in the workplace, all agree in individuating the rights, duties and rules on the workplace, learning to do the job, communication and relationship with supervisors and colleagues, respecting other people beliefs and principle, as the major factors for a better inclusion of MWs. It is interesting that the issue of religion is frequently raised by co-workers, employers, and decision-makers, as an important factor for the inclusion of migrant: understand different habits and traditions, in their opinion, would help in taking into account simple things, such as menu suitable for all during extra-work dinners. On the contrary, migrant workers don't feel it as a main obstacle for their inclusion: the main problems which migrant workers individuate are the type of contracts, the respect of rights, the precarious employment and the undeclared work. In fact, as interviews, questionnaires and focus group data confirm, the great majority of migrant workers are aware of their rights and duties.

Regarding the work behavior, as we said, employers and co-workers define the work behavior of migrant as very good, even if they say that migrant workers don't have fear to express opinions and that they don't want changes, which is exactly the opposite opinions of migrants. This is an interesting fact to take into account, because it shows the different perceptions on certain topics, and it can be a signal of misunderstanding or communication problems. Moreover, during interviews, employers and co-workers define migrants as shy, with a sense of inferiority, wary, discreet, which are other signals that there are communication obstacles, both for linguistic reasons, and either because of a sense of inadequacy expressed through the avoidance of social relations. In fact, from an analysis of video interviews we can also observe how foreign workers tend to avoid to be classify as "different", so in most of the case they say that everything is good, they don't need anything, they are treated as native workers.

MWs perceive themselves as somewhat cautious in the beginning of their working life or at a new employer, they prefer to keep a low profile before taking initiatives, getting to know their rights and take part in discussions etc. at the work place. It is also evident, from this material that more information and education regarding the cultural differences, and also the cultural specifics in the society in general, and at the work-places more specific is needed and asked for. This kind of specific information can be hard to obtain, since work-places tend to develop their own specific culture with specific codes, however there are also industry-specific codes and cultures that can be transformed into a more tangible material.

What is important about this is to raise awareness about the existence of such cultures and codes, to prepare MWs of this phenomenon.

Finally, in the opinion of target groups, the measures taken to improve the inclusion of migrant workers are the provision of technical –organizational conditions for successful tasks fulfillment, evaluation on work results, prizes at the end of the month or of the year, cooperation among employers. There are no measures to encourage personal initiatives, neither organized leisure time, which is the topic migrant workers and co-workers feel as a need, in order to reinforce the sense of belonging and the team spirit. It is relevant the low percentage of foreign workers in positions of responsibility, still a distant goal to be accepted by native colleagues.

In conclusion, what emerges from the overall picture is that there isn't a negative situation, in fact, no one reported of racism phenomenon, and migrants say they feel good in the workplace. This situation of well-being is also due to the characteristics of the territory: in fact, as shown by the statistical data, a less urbanized area creates more opportunities for the integration of foreigners,

thanks to better human relations, to more efficient local services and an active system of associations, trade unions and public bodies on the topic of integration.

Nonetheless, from a deeper analysis, we can describe needs and challenges for the inclusion of migrants and for the well-being of all actors involved:

- A major knowledge of migrant cultures, traditions and habits by native co-workers and employers, in order to better understand migrant needs, which can be taken into account during leisure time activities, in order to avoid marginalization and cultural misunderstanding, also in collaboration with association working in the field of social gatherings and with schools. In addition, it is necessary to work on the issue of stereotypes and clichés on foreigners, because from the interviews it emerges that opinions of colleagues and employers are often based on preconceptions;
- Promote and increase training offers, with a continuing perspective and on a structure basis. In particular, there is a need expressed by migrant workers for a training on language for specific purposes and on technical terminology and competences. As initial training is a delicate moment for a successful integration of the worker, it should be reinforced. Along with the initial mentoring, which could use a more structured peer-to-peer approach, there is a need of a theoretical training on the job. Training programs should take into account also the development of interpersonal and intercultural communication skills;
- Every target group points out the need to create more opportunities for the development of mutual relations of friendship among colleagues, through activities to enhance less superficial contacts;
- The role of stakeholders and decision makers governance is fundamental in order to transform individual initiatives into a structured practice in the territory;
- Training courses for foreign workers have generally a low participation and a fluctuating attendance. This critical point should be investigated more, in order to give proper tools to training centres for the promotion and the involvement of foreign workers.

In this context, training materials should take into account some important factors:

- Training and education in intercultural and multicultural skills should be a two-way effort, it is as important to co-workers and employers as it is to MWs to be skilled, and have knowledge, in inter- and multicultural competences. This can be hard to achieve, and the question would be if, especially co-workers and employers are willing to spent (working) hours on such activities. But it would probably be beneficial to MWs to be as well prepared

as possible when entering a specific industry, to know something about the culture of that industry, and what kind of language they are using related to that industry.

- They should also have a general knowledge about rights and obligations on the country-specific labour market, how the labour market works, something about labour market rules, trade unions, industry organisations etc.
- Workers have very little time for training activities and employers prefer organize training activities outside working hours. It is necessary that employers promote trainings in order to be attended by a great number of employees;
- Contents on cultural dimension should cover the following topics: knowledge and use of the national language for general and specific purposes, interest in the events of the country, access to information, a sense of belonging to the company, the self- perception of own well-being and the level of sharing of some ideal of integration. Regarding the social dimension, contents should cover friendships, gathering moments and places, leisure time, participation in associations, national lifestyle and the political dimension;
- For the development of interpersonal communication skills, it's necessary to use innovative teaching methods, avoiding frontal lessons. Contextually with the organization of training courses, it's necessary to work with the human resources and the management of the company to rethink gathering moments and places for workers, even outside working hours;
- Training materials should be translated into languages of foreign workers, or should be written taken into account a foreign target;
- Finally, the traditional training approach of mentoring should be kept and developed to a more structured initial training. In this sense training materials should include practical advices to manage initial training of workers, using a peer-to-peer methods.