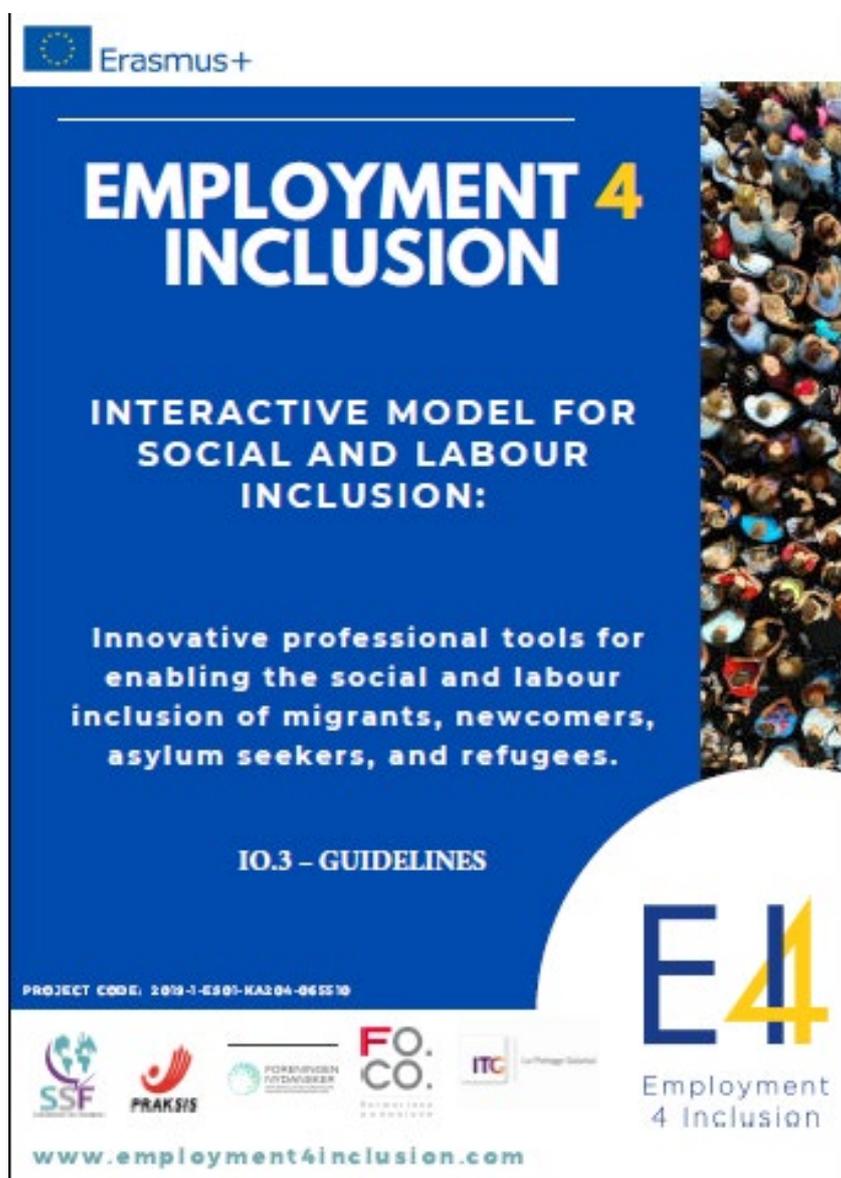


GUIDELINE 4 FOR PUBLIC INSTITUTION



Erasmus+

EMPLOYMENT 4 INCLUSION

INTERACTIVE MODEL FOR
SOCIAL AND LABOUR
INCLUSION:

Innovative professional tools for
enabling the social and labour
inclusion of migrants, newcomers,
asylum seekers, and refugees.

IO.3 - GUIDELINES

PROJECT CODE: 2019-1-ES01-KA204-065510

SSF PRAKSIS FO.CO. ITC

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IO.3 – Guideline 4 for companies

Raising awareness about the working skills

ZONE 2 - Guideline for private companies

MODULE TOPIC: Guideline for private companies

DESCRIPTION OF THE MODULE

AIMS AND LEARNING OUTCOMES

Aim of Zone 2 is to train **professionals with the essential guidelines and tools to engage companies in the process of labour inclusion of MNAR**, specifically for those that act as job coach or counsellor, reinforcing the relation with the companies he/she contacts.

Module 4 (1st of 3 modules of Zone 2 for private companies) deals with **Raising awareness about the working skills that MNAR have: MNAR count with key skills and useful experience, they can add value to companies.**

In this module, you will find the following set of activities and training courses:

Partner	Name of guidelines	Type of activity
SSF	IKEA Refugee Employability Plan (Spain)	Training program consisting of a five-week training experience in the store that provides refugees with resources and tools for occupational improvement in the retail sector and motivates them about their abilities for their present and future insertion in the labour market.
AND	New paths to employment (Danish Refugee Council Youth and the Association New Dane collaborate about a new project that focus on finding employment for young refugees).	Five workshop sequences will be held in five different municipalities. The first workshop will focus on how to write a good application and CV. The second workshop will focus on networking and facilitate a meeting between the young people and potential employers. Lastly a big Job Bazaar will be held, where the young people get the chance to meet with employers from different companies
FOCO	DimiCome – Diversity Management and Integration. The skills of Migrants in the labour market.	a mapping and an analysis of good practices for the labour inclusion of migrants accessible to the stakeholders of the labour market (LM) - It promotes the exchange of good practices



ITG	"Startup Weekend" initiative of the French group Adecco (54 hours to help migrants and refugees)	Initiatives consisting in not by hiring refugees but by helping to list their own competencies in CV, motivation letters and memorandums. This training is free and is provided by professionals. T
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Partner: SSF

1. Title (English)

IKEA Refugee Employability Plan (Spain)

2. Objective: (English) (max 200 words)

It is a training project in the stores with the aim of improving the capacity of inclusion of MNAR people in the labour market and their social integration in the country. The starting point is that refugees bring a wide and diverse range of talent, so they can contribute a lot to society and to Spanish companies. For this reason, IKEA works with entities such as CEAR (Spanish Commission for aid to refugees) to make it easier for people who arrive to get to know the work culture of the country.

3. Activity:

The program consists of a five-week training experience in the store that provides refugees with resources and tools for occupational improvement in the retail sector and motivates them about their abilities for their present and future insertion in the labour market. It also enables IKEA employees to live and develop in a diverse, plural, and responsible working environment.

The participation of company professionals is essential because they are the ones who best know this culture and its codes.

4. Methodology:

The methodology is based in an intermediate stage of connection between training and labour insertion, necessary for integration into society. Training at the workplace is complemented with individual support by mentors from IKEA and NGO's such as CEAR or ACCEM.

Labour training starts with the skills that refugees already have, based in their life. Professionals connect these skills with the labour they would do in the company.

Also, the programme helps to strengthen the participants' self-esteem and self-confidence, as well as improving their technical and cross-cutting skills and generating professional networks.

5. References:

<https://www.ikea.com/es/es/this-is-ikea/plan-de-empleabilidad-para-refugiados-de-ikea-pubb25f2e19>

Partner: AND

1. Title (English)

New paths to employment

2. Objective:

Danish Refugee Council Youth and the Association New Dane collaborate about a new project that focus on finding employment for young refugees. The aim is to find jobs that correspond with the competencies of these young people and to make companies aware of their potential.

3. Activity:

Young people with refugee backgrounds face some barriers which prevent them from finding a job that correspond with their competencies and interests. Therefore, there is a need to develop employment initiatives which:

- focus on the young people and take departure from the individual and his/her competences, wishes and challenges.
- on a structural level works with the companies and their approach to young people with refugee background.

4. Methodology:

Five workshop sequences will be held in five different municipalities. The first workshop will focus on how to write a good application and CV. Mentors from the business world will be present and share their knowledge about these things. The second workshop will focus on networking and facilitate a meeting between the young people and potential employers. Lastly a big Job Bazaar will be held, where the young people get the chance to meet with employers from different companies.

The expectation is that a lot of these young people with refugee background will find a relevant job in the meeting with the companies.

During the project period methods will be developed to create a setting for meetings and good communication between job-seeking young people with refugee background.

An advisory board with representatives from companies and with young refugees with experience on the danish labour market will guide the project management during the project period.

5. References:

dfunk.dk



Partner: FOCO

1. Title (English)

DimiCome – Diversity Management and Integration. The skills of Migrants in labour market

2. Objective:

It's aimed to promote the economic integration of migrants through the enhancement of their peculiarities and skills - in particular those developed thanks to the migratory path and the condition of dual belonging -, maximizing their positive impact on business competitiveness.

3. Activity:

The project intends to contribute to supporting the employability of migrants in the short term; and to the renewal of the Italian model of integration, making it more consistent with long-term sustainability issues, through:
an inclusive transformation of labour market, towards a greater propensity to recruit migrant workers based on their specific skills and to encourage diversity of human resources.
the strengthening, among the actors involved in the governance of the labour market, of the ability to recognize and enhance the potential of migrants, in terms of skills and of soft skills related to the migration experience.

4. Methodology:

The project makes the know-how, a mapping and an analysis of good practices for the labour inclusion of migrants. It promotes the exchange of good practices on a national and European scale. It formulates and disseminates intervention models for raising awareness on the diversity of the MDL stakeholders and their training in the field of Diversity Management (DM). It strengthens the DM strategies implemented by the organizations of the labour market. It promotes, on a local, national and European scale, the establishment of partnerships and the exchange of experiences between actors operating in the field of evaluating the skills of migrants. It consolidates and disseminates the methodologies in the field of evaluating the soft skills of migrants. It creates and disseminates a repertoire of soft skills linked to the migratory experience and to the condition of double belonging that can be spent on the Italian labour market. It increases the employers' interest in the potential represented by migrant human resources. It raises awareness among migrants on the inherent potential of soft skills in the search for a job and for a professional development – It improves the awareness of the potential of migrants among the actors of the governance of the labour market. It networks the realities operating in the reception/integration field and employers, maximizing the impact of their initiatives in the general socio-economic fabric.

The methodology and the large number of stakeholders involved maximizes the impacts of the project, favouring the inclusion of migrants in the labour market in the short term and the affirmation of a more consistent integration model with requests for sustainability and competitiveness in the medium-long term.

5. References:

<https://www.ismu.org/progetto-dimicome/>

Partner: ITG

1. Title (English)

"Startup Weekend" initiative of the French group Adecco (**54 hours to help migrants and refugees**)

2. Objective:

Identify the skills of migrants and refugees quickly and voluntarily by private companies: the **"Startup Weekend"** initiative of the French group Adecco (54 hours to help migrants and refugees).

3. Activity:

Adecco, a French group of employment and temporary agencies has also committed to refugees. In Germany, the company was mandated by the government to ensure the first registration of migrants upon arrival in the country (an administrative procedure delegated to Adecco).

"Startup weekend": 54 hours to help refugees In France, the group is conducting a pilot project in partnership with the state to ensure the integration of refugees: they are taken care of, from the assessment of skills to the search for employment. In other countries, Adecco also conducts competency assessments with refugees.

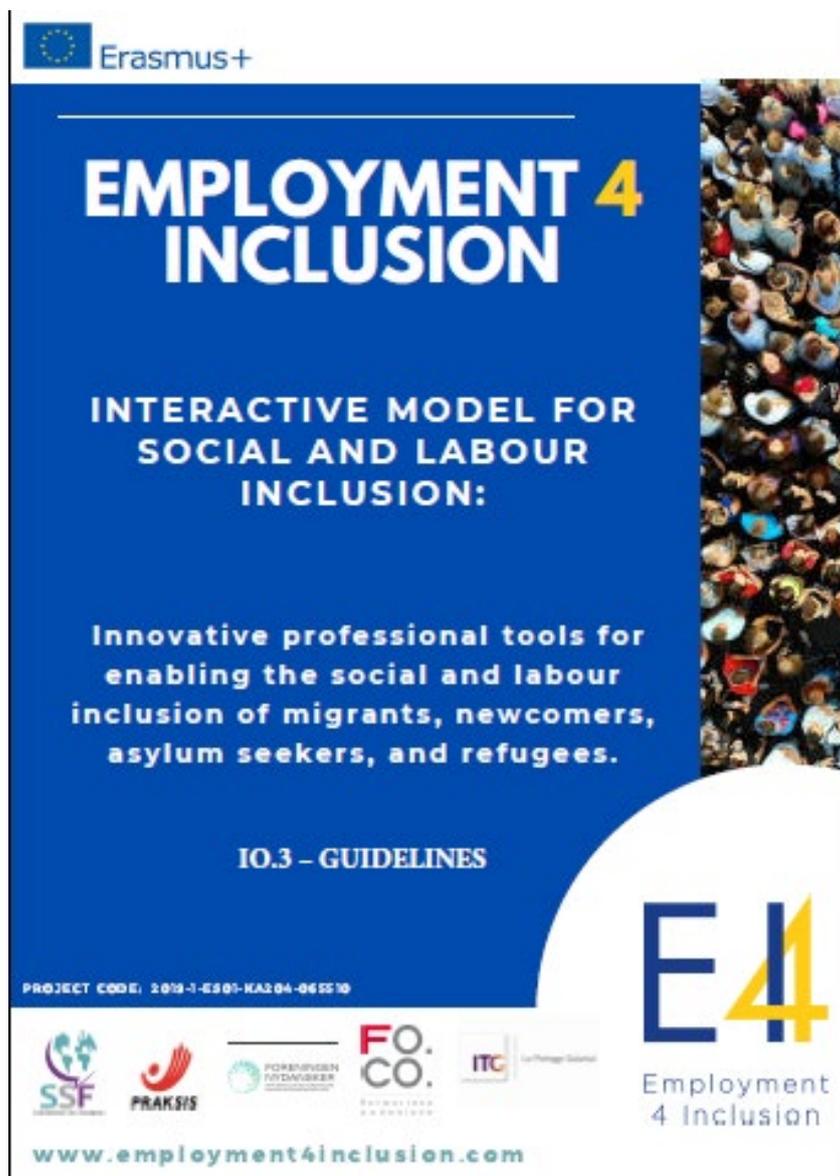
4. Methodology:

The group has committed itself not by hiring refugees but by helping to list their own competencies in CV, motivation letters and memorandums. This training is free and is provided by professionals. This process, done in individual and collective sessions, is particularly aimed at refugees who are not graduates or who are far from the French labour market.

5. References:

<https://www.groupe-adecco.fr/adecco-start-up-tour/>

GUIDELINE 5 FOR PUBLIC INSTITUTION



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IO.3 - GUIDELINES

PROJECT CODE: 2019-1-ES01-KA204-065510

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IO.3 – Guideline 5 for companies

Guiding_support for employing

ZONE 2 - Guideline for private companies

MODULE TOPIC: Guideline for private companies

DESCRIPTION OF THE MODULE

AIMS AND LEARNING OUTCOMES

Aim of Zone 2 is to train **professionals with the essential guidelines and tools to engage companies in the process of labour inclusion of MNAR**, specifically for those that act as job coach or counsellor, reinforcing the relation with the companies he/she contacts.

Module 5 (2nd of 3 modules of Zone 2 for private companies) deals with **Guiding/ support for employing a MNAR in the company: how to make the contact to employ MNAR, how to perform the job placement, which are the tax benefits of employing a MNAR.**

In this module, you will find the following set of activities and training courses:

Partner	Name of activities/courses/trainings	Type of activity
SSF	Social and labour integration programme for immigrants - #empleandojuntxs	Set of activities in different phases, the personal and labour aspects of the target people are considered, trying to identify and enhance the possibilities of each participant, in order to improve their employability from an individualized approach
FOCO	'PRIMA': Project for the Labour Integration of Migrants - Think First about the After	Set of activities in relation with approach as successful as possible in addressing the specific needs of the most disadvantaged targets, enhancing the structural services of the Employment Centres to facilitate access to active employment policies by foreign citizens.
ITG	Building positive attitudes towards MNAR colleagues	Set of activities and role-play to sensibilise on the job and by rising awareness.
Praxis	Diversity in the workplace initiative	Activities promoting diversity in the Workplace, provides career counselling sessions for people of refugee or immigrant background, skills development seminars focusing on a smooth inclusion to the Greek labour market

Partner: SSF

1. Title (English)

Social and labour integration programme for immigrants - #empleandojuntxs

2. Objective:

The programme #empleandojuntxs intends to promote actions aimed at the integration into the labour market of immigrants who are in a situation or at risk of social exclusion through the development of individualised integrated labour market insertion itineraries.

3. Activity:

In the different phases, the personal and labour aspects of the target people are considered, trying to identify and enhance the possibilities of each participant, to improve their employability from an individualized approach that enables their insertion in the labour market. The phases of these itineraries contemplate:

- Individualized diagnosis and evaluation.
- Pre-training (training actions in different areas).
- Labour orientation.
- Accompaniment for the insertion in occupational training devices.
- Accompaniment for the implementation of an interactive device for the evaluation and identification of potential employment activity.
- Awareness raising in the areas of equality between women and men, the environment and equal opportunities and non-discrimination in the workplace.
- Dissemination of the programme and participation in local networks.

Likewise, it is intended to facilitate spaces for relationships and collaboration with the different socio-labour agents -businesses, trainers, and the immigrant group itself- to analyse and propose joint actions according to their interests. Immigrants with skills and knowledge who are looking for employment, entrepreneurs who need people with a professional profile to satisfy their labour needs and training devices that propose training to adapt the knowledge to the needs of the labour market. Companies are offered advice on immigration, labour intermediation, and selection processes through the Placement Agency

4. Methodology:

It is a holistic approach:

- Social and labour personalized itinerary: individual attention to know the needs, skills, and situation of the MNAR and give them different resources (courses, job offers) for their social and labour inclusion.
- Creation of networks with different social actors: companies, trainers, MNARs.
- Communication with companies, corporate consulting about cultural diversity and selection procedures with a diversity approach.

5. References:

https://www.accem.es/programa_empleandojuntxs/

Partner: FOCO

1. Title (English)

'PRIMA': Project for the Labour Integration of Migrants - Think First about the After

2. Objective:

The general objective of the project is to promote the socio-labour inclusion of third-country nationals with an approach as successful as possible in addressing the specific needs of the most disadvantaged targets, enhancing the structural services of the Employment Centres to facilitate access to active employment policies by foreign citizens.

3. Activity:

- Orientation information conducted by a case manager and a cultural mediator.
- Verification of unemployment status, compilation or updating of the professional personal data sheet in the SILP database.
- First assessment of skills, activation of job search services for good levels of employability and/or sending to the financed measures.
- Support in the preparation and/or updating of the Curriculum vitae.
- Scouting of the demand and accompaniment to job placement services by proposing innovative profiling paths of the knowledge, skills and abilities possessed by the recipients.
- Experimentation at the Employment Centres of the European instrument "EU Skills Profile Tool for Third Country Nationals" for the detection of skills and abilities.
- Stipulation of personalized service agreements (PdSP).
- Preparation of the Individual Action Plan (PAI) and accompaniment to training services and/or validation of skills by offering services for the identification, validation and certification of the skills possessed by the recipients and launching paths for the recognition of qualifications.
- Activities of identification and validation of skills acquired in non-formal and informal contexts and eventual certification.
- Workshop on professions. Job tests to bring out and strengthen the knowledge and skills useful for carrying out certain professions.
- Validation and certification of qualifications acquired in the countries of origin and/or of transit by involving the business world in the inclusion of migrants to facilitate the matching of supply and demand.
- Detection of needs and problems by companies involved in the employment of migrants.
- Awareness raising and information activities.
- Development of a manual for companies on the employment opportunities of applicants and holders of international protection.
- Creation of a reasoned list of companies that intend to support the integration of refugees.
- Scouting of the demand, to facilitate the matching of labour supply and demand for third country nationals with particular attention to the holders of international and humanitarian protection.
- Promotion of local/regional protocols/documents of understanding with trade associations, by supporting the integration between reception services (CAS and SIPROIMI) and local services (social - welfare, employment, local authorities).



- Activation and coordination of network nodes with the involvement of all the actors who have immigration skills in the area, involving CPI representatives for a connection on LAPs Training on labour policies and project paths for operators and mediators at CPI, SPRAR / CAS, Consortia
- Seminars and peer to peer meetings on all territories
- Analysing the individual profiles of the beneficiaries and the paths aimed at social and work integration
 - Data processing from regional information systems aimed at promoting the traceability of active labour policy measures activated in favour of beneficiaries
- Qualitative survey on the individual paths of protection holders
- Summary report of the data collected publication and presentation of the survey

4. Methodology:

The proposed interventions aim to:

- Strengthen structural policies and services for employment. The Employment Centres will be strengthened to facilitate access to individualized services designed for a heterogeneous target of users.
- Improve the implementation of active employment policy measures in favour of beneficiaries and territories.
- Enrich the wealth of expertise and opportunities of each person to nurture a better job placement.
- Involving local businesses, promoting the matching of labour supply and demand for people with limited access to social networks to find job opportunities

5. References:

<http://www.piemonteimmigrazione.it/prima>



Partner: ITG

1. Title (English)

Building positive attitudes towards MNAR colleagues

2. Objective:

Building positive attitudes towards MNAR Colleagues by sensibilization on the job and by rising awareness.

3. Activity: (English) (max 500 words)

Their attitude towards their colleagues who are MNAR is of great importance for their integration. Get to know the most important points for this.



(source: <https://ordrecrha.org/ressources/dotation/2016/01/integration-dans-une-nouvelle-entreprise-les-lecons-de-l-immigration>)

4. Methodology:

Bring all the colleagues in your department together in a short training and exchange session **on the following guidance:**

1. Meet your MNAR colleague with a positive, appreciative attitude.
2. Express your wish to the colleague that she/he is doing well.
- 3 Encourage your colleague in his/her initiatives.
4. Show respect.
5. Remind that each person is different; express tolerance.
6. Carefully formulate your information / instructions toward him/her.

All these actions are to be organized ahead of the reception of the MNAR in the company, to facilitate awareness; periodic meetings are also to be planned in order to ensure follow-up over time.

5. References:

<http://www.constanttraining.com/downloadfiles/AttitudesWorkbook.pdf>

Partner: Praxis

1. Title (English)

« Diversity in the Workplace »

2. Objective:

“Diversity in the Workplace” was initiated in 2017 aiming at the equal access to the Greek labour market for people of different cultural backgrounds such as MNARs. This action was an integral part of the «Livelihoods for vulnerable populations in an Inclusive Labour Market», implemented by **Generation 2.0 for Rights, Equality & Diversity (Generation 2.0 RED)** and supported by the International Rescue Committee until February 2020. Today, three years later, this action is a part of the project “Equality Works” implemented under the Active citizens fund program.

3. Activity:

In close collaboration with supporters and the labour market in Greece, Generation 2.0 RED, has developed modern actions that aim to support the private sector and focus on business sustainability and equal access to work for all following the European standards. More than 90 companies and organisations tangibly support the specific action.

4. Methodology:

The Career Counselling service at Generation 2.0 RED, which interrelates with “Diversity in the Workplace, provides career counselling sessions for people of refugee or immigrant background, skills development seminars focusing on a smooth inclusion to the Greek labour market, etc. The service is supplemented by Greek language lessons for the participants under the project “Equality Works”.

Besides the beneficiaries’ preparation to join the labour market through the Career Counselling service and its various activities, the “Diversity in the Workplace” action has been structured to help prepare employers in terms of good practices of equal treatment and inclusion in the workplace towards corporate sustainability and innovation. Upon entering the Network, the supporters receive trainings, train others, they stay updated and active, they are open to new opportunities and innovate, they seek for employees through the Career Counselling service of Generation 2.0 RED, they “evaluate again” their recruitment procedure and adapt their job adverts accordingly, they promote diversity among their employees and offer them equal opportunities to act and evolve in a modern inclusive workplace.

With the motto «Embracing Diversity», in 2019 Generation 2.0 RED created the first Greek trademark, hosted on the websites of the companies and organizations of the Network signing the Diversity Charter and highlights the inclusive attitude of its members.



5. References:

<https://diversityintheworkplace.gr/>

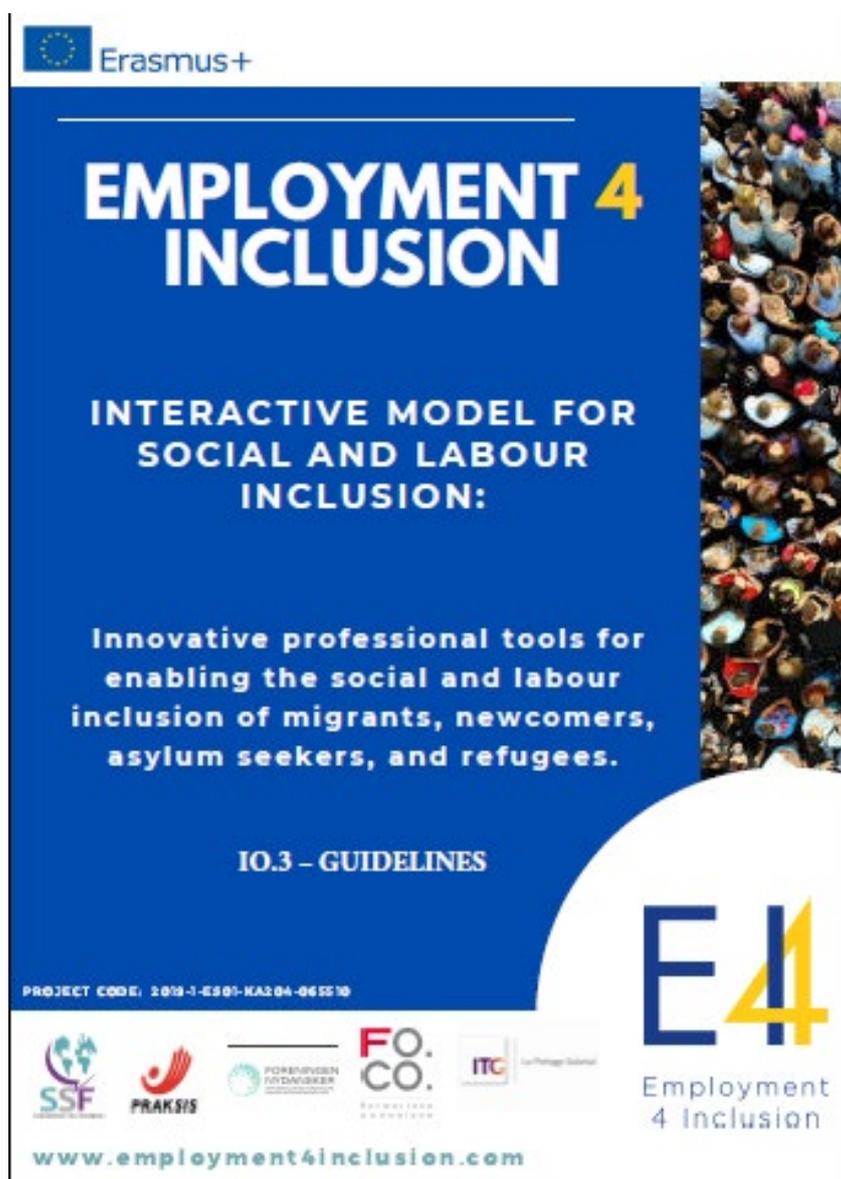
WELCOME!

For Generation 2.0 for Rights, Equality & Diversity, diversity is both a concept and a reality that does not need mediators, strong arguments, public support or advocacy, because its actual results and benefits are constantly apparent in a workplace, in a group, in a school class, in a society, in a country or on an international basis, where diversity is a value respected and a daily regularity.

However, we are experiencing a period when the meaning of "different" is increasingly colored with negative shades and translated as "unwanted", "unsafe", "dangerous", even as "bad" or "wrong".

Generation 2.0 for Rights, Equality & Diversity is a nonprofit organisation consisted of people with different origins who work together to promote equal participation in a diverse society, through the empowerment of communities.

GUIDELINE 6 FOR PUBLIC INSTITUTION



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IO.3 – GUIDELINES

PROJECT CODE: 2019-1-ES01-KA204-065510

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IO.3 – Guideline 6 for Companies

Sensitisation measures for the staff

ZONE 2 - Guideline for private companies

MODULE TOPIC: Guideline for public institutions

DESCRIPTION OF THE MODULE

AIMS AND LEARNING OUTCOMES

Aim of Zone 2 is to train **professionals with the essential guidelines and tools to engage companies in the process of labour inclusion of MNAR**, specifically for those that act as job coach or counsellor, reinforcing the relation with the companies he/she contacts.

Module 6 (3rd of 3 modules of Zone 2 for private companies) deals with **Guiding/ support for employing a MNAR in the company: how to make the contact to employ MNAR, how to perform the job placement, which are the tax benefits of employing a MNAR. Sensitisation measures for the staff: intercultural awareness, diversity management in the job place adaptation of the workstation**

In this module, you will find the following set of activities and training courses:

Partner	Name of guidelines	Type of activity
SSF	Diversity management	Different activities can be included in the Diversity Management process, always after doing a Diagnosis of the company situation, including for example staff training about cultural diversity, intercultural competences, skills and attitudes.
AND	The Association New Dane: Student job program for refugees	Guidance to companies by AND with an introduction to the situation many refugees are in and to some of the challenges that refugees face being new in a country. Further it also offers an insight to the mental and emotional state refugees can be in because of their refugee background.
FOCO	Educating the social partners about ethnic diversity in SMEs - Migraid	A series of activities translated into different tools were carried out in support of the objective: Study, manual, professional training, ...
ITG	10 tips for a policy to raise awareness of diversity and against discrimination in private enterprise.	Presentation of 10 tips promoting positive attitudes of the staff in the field of intercultural awareness, diversity management in the job place adaptation of the workstation
Praxis	Diadromes	Vocational training actions aimed at highlighting and improving the professional qualifications of the beneficiaries

Partner: SSF

1. Title (English)

Diversity management'

2. Objective:

To raise awareness about the cultural diversity in the Company, from the recruitment procedures to the attitudes of the staff.

3. Activity:

Different activities can be included in the Diversity Management process, always after doing a Diagnosis of the company situation.

- ❖ Staff training about cultural diversity, intercultural competences, skills, and attitudes.
- ❖ Encourage employees to learn 'official language of the region if they don't know it.
- ❖ Mentor program for MNAR that start working in the Company. A mentor will be another worker that will accompany the newcomer and help him/her in labour and life issues.
- ❖ Promote equal access to continuing education and development of training activities that meet the specific needs, not only occupational, of the people employed.

4. Methodology:

Diversity management is the active and conscious development of an acceptance process and use of certain differences and similarities such as potential in an organization, a process that creates value added to the company, a process of communicative management, strategically based on values and oriented towards the future.

First, companies must elaborate a Plan with the following elements:

- ❖ Study and analysis of the diversity situation in the company.
- ❖ Which measures are to be implemented?
- ❖ Which objectives are pursued?
- ❖ Which people will carry it out?
- ❖ What time frame?
- ❖ Which measurement and evaluation systems will be used?

It is important the participation of:

- ❖ Management, Governing Bodies and Administration of the Company.
- ❖ Human Resources.
- ❖ Staff.

Model of management commitment must be elaborated.

After that, a work team will be created, that will analyse, design, agree, execute the activities and programs, and evaluate the degree of compliance with the Diversity Management Program, as well as to address the concerns of all involved actors.

In the case we are professionals who work with MNAR outside a company, it's important to monitor the activities of the companies and to act as a bridge between Company, MNAR and society.

5. References:

<http://www.afaemme.org/sites/default/files/GUIABUENASPRACTICASPLANDEGESTION.pdf>

Partner: AND

1. Title (English)

The Association New Dane: Student job program for refugees

2. Objective:

The aim of the initiative is to help refugees who study at the university, to get relevant work experience and increase their chances of a fruitful career in Denmark. Furthermore, the project aims to increase the company's awareness of the potentials of refugee university students and to equip companies to hire refugees.

3. Activity:

Companies who agree to be part of this project and offer student positions to refugees, receive guidance from the Association New Dane about how to welcome a refugee and what to be aware of. The guidance includes an introduction to the situation many refugees are in and to some of the challenges that refugees face being new in a country. Further it also offers an insight to the mental and emotional state refugees can be in because of their refugee background. The aim is to give the companies an understanding of working with refugees. In the guidance it is stressed that it is important to be explicit about the work culture, danish norms and unwritten rules.

4. Methodology:

The Association New Dane gives an introductory presentation for the companies and then they stay in contact with both the companies and the refugees, to evaluate how it is going and give guidance along the way.

5. References:

<https://www.foreningen-nydanske.dk/nyheder/nyheder/student-job-program-for-refugees>



Partner: FOCO

1. le (English)

Educating the social partners about ethnic diversity in SMEs - Migraid

2. Objective:

The general objectives of this project are to help trade unions and employers' organizations to develop the knowledge and skills needed to manage ethnic diversity, to promote the integration of migrants and awareness of equity in European SMEs and to develop, within the latter, internal intercultural competences, and conflict resolution skills.

3. Activity:

A series of activities translated into different tools were carried out in support of the objective:

- ❖ A study "A Research study on migrants' integration and ethnic diversity in SMEs:" The aim of this research study, therefore, is to produce national specific as well as comparative research results, where appropriate and available, on migration policies and diversity management in SMEs and showcases the attitudes, thoughts and opinions of the major stakeholders - trade unionists and business executives - in relation to integration.
- ❖ A manual "Training on diversity": This manual provides the material and method for conducting a workshop for migrants about diversity in general, and then on diversity and employment, especially in small and medium-sized enterprises (SMEs).
- ❖ A professional training manual: this training manual aims to contribute to the education of social partners on issues related to diversity in the world of work (especially in SMEs), focusing on ethnic diversity. The manual addresses various aspects of the subject. Specifically, the issues related to diversity and discrimination in the labour market and the national and European regulations governing this context are analysed. Furthermore, a description is given of the contribution of the social partners, at a national and European level, with the aim of contributing to the development of skills and abilities in managing and negotiating diversity, thanks also to the presentation of significant examples of good practices.
- ❖ A Training curriculum for the management of diversity within the social partnership: it is a training curriculum developed from the Manual and declined through a study program articulated in five main topics: 1. Awareness of diversity; 2. Anti-discrimination directives; 3. Management of diversity; 4. Conflict resolution and 5. Diversity practices in SMEs, which will be further developed in a series of different points including the elements, principles and techniques of diversity management and its formulation, implementation and evaluation processes, successful examples and best practices in different economic contexts and the importance, potential and challenges related to diversity management in the SME sector.



- ❖ A Guide to Diversity: The “Guide to Ethnic Diversity for SMEs” means to help SMEs to better identify the principles, tools, and procedures best suited to promoting ethnic diversity in the workplace. The guide to ethnic diversity for SMEs is aimed at SME entrepreneurs, managers, and employees as well as social partners (employers’ associations and trade unions) to:
 - Improve knowledge on ethnic diversity.
 - Improving conflict management skills in the workplace.
 - Promote the integration of foreign workers.
 - Provide good practices regarding the management of ethnic diversity in SMEs and conflict management.

4. Methodology:

In addition to the social partners, which constitute the main target group, the project will also include an adult training program aimed at migrant employees. It will be an introductory course aimed at strengthening their integration skills in the labour market. In this way, the project will offer training opportunities to disadvantaged people. The project will also promote skills on ethnic diversity among professional trainers by creating and sharing training materials and tools that are accessible to the public.

5. References:

<https://it.migraid.eu/>

Partner: ITG

1. Title (English)

The 10 tips for a policy to raise awareness of diversity and against discrimination in private enterprise.

2. Objective:

Promoting positive attitudes of the staff in the field of intercultural awareness, diversity management in the job place adaptation of the workstation.

3. Activity:

The 10 tips are:

1. Review your recruitment and selection procedures
2. Take a picture of diversity in your business



=> The reality of our company today!

3. Install reporting procedures and a notification system
4. Focus on awareness and training
5. Provide contractual guarantees, such as a non-discrimination clause
6. Clarify internal guidelines
7. Pay attention to psychosocial risks
8. Guarantee conditions of employment and equal wages
9. Use control mechanisms
10. Start actions by target groups

4. Methodology:

Bring all the colleagues in your department together in a short training and exchange session **on the 10 tips. Follow each point of the methodology.** With each tip, **some examples of tools and templates** are available on internet:

<https://www.unia.be/fr/domaines-daction/emploi/dix-conseils#1.-Examinez-vos-procedures-de-recrutement-et-de-selection>

5. References:

<https://www.unia.be/fr/domaines-daction/emploi/dix-conseils#1.-Examinez-vos-procedures-de-recrutement-et-de-selection>

Partner: Praksis

1. Title (English)

« Diadromes Ergasias- Work Routes »

2. Objective:

Almasar Organization successfully run “Diadromes” Program during 2017 and 2018. Within the framework of social inclusion one of the main axes of this project was the “Diadromes Ergasias-Work Routes” program. This project focused on the promotion, of MNARs and vulnerable groups of the population, in the labour market as access to work (beyond the basic requirement of almost all the able age groups of the refugee and migrant population) is one of the most basic conditions of successful social integration since through this process the beneficiary tries to become independent and survive based on individual strengths and capabilities.

3. Activity:

Vocational training actions aimed at highlighting and improving the professional qualifications of the beneficiaries as well as support in order to enable them to be certified and to have subsequent access to sectors of economic activity.

4. Methodology:

The interventions of “Diadromes” program include:

- recording, processing, organizing, and evaluating educational and professional qualifications of the target group.
- Advisory actions, through workshops, to inform and present the procedures of the institutional framework of professional employment either in the form of dependent work or the development of an autonomous business activity.
- Consultative actions on the drafting of a CV within the framework of the European standards, the presentation and support of the interview process.
- Actions to raise awareness, inform and interact between different professional groups and organizations along with the beneficiaries.
- Issuance of Social Security Number, VAT number, etc.
- Mediation in the labour market. Collecting, organising, and processing the job advertisements and their availability with the appropriate tools (organized communication network) to the beneficiaries.
- Job placement, Accounting support.
- Support and guidance for MNARs to apply in specific state-subsidized programs.
- Special fast track training courses for introduction to the terminology of the respective sector.

632 people have benefited from “Work Routes”. Additionally, 685 people benefited through the workshops and 420 were supported and escorted to various public services.

5. References:

<https://www.accmr.gr/el/%CE%BC%CE%AD%CE%BB%CE%BF%CF%82/team/495.html>