



LIFELONG LEARNING PROGRAMME
Leonardo da Vinci
2009-2011

Improving Diversity Training for SMEs

Research Methodology

*Identification & Reporting of best
practice in diversity training*

by

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Research Objective - Definitions

Carry out research in partner countries on existing diversity training for SMEs, with the aim of producing a report that will recommend concrete improvements to make small business training more attractive and effective within the larger VET structures

Diversity training

Best practice on diversity training shall be identified in view of its function in encouraging or enhancing integration of immigrants in society through access and equality in the labour market. Best practice in diversity training entails:

- Removing barriers to obtaining and retaining employment such as inflexibility in job requirements or legal restrictions concerning e.g. linguistic competencies or nationality.
- removing barriers such as discrimination at the workplace and racist behaviour.
- Assessing and up-grading immigrants' skills, including language ability, enabling them to enter the labour market and to make sure that they then have access to on-going training on an equal footing with nationals.
- Empower migrant workers and train employers and staff at risk of discrimination achieving equal treatment with respect to pay and working conditions, as well as dealing with any specific needs (religious-cultural, other).

Diversity management

Diversity management - that is management of diversity in the workforce, in lifestyle and in the role of enterprises in society - can be an important instrument to promote the integration of migrants in the labour market.

At the same time it can be an effective and profitable strategy for employers by helping them to achieve their business goals through its focus on the commercial possibilities arising from increased diversity in society and taking fully into account the competencies of employees from different backgrounds (e.g. language skills and intercultural understanding). Diversity management is not only about recruiting a diverse workforce, but also about managing and readjusting the organisation to benefit from it. International experience shows that many enterprises and public institutions have gained significantly from implementing such strategies.

Although integration into the labour market constitutes a key element of the process of integration, it is unlikely to succeed in the longer run if it is not backed up also by the all round integration of immigrants in the social, cultural and political life of the host society.

Diversity management entails responsible recruitment practices and fighting discrimination at the workplace through non-discriminatory practices and awareness about legislation protecting discrimination victims (Mainly race equality and employment Directives)



➤ 5 types of diversity training

Research is mainly, although not exclusively, focused on five specific subjects and themes which have been identified in EU and international research and policy documents as important in allowing small businesses to employ, train and integrate immigrants:

1. Training for SME owners and staff on creative and value-added human resource management policies and practices, including but not limited to "managing a diverse workforce" and "immigration and the new economy"
2. Supervisor training focused on methods to train workers and how to manage a diverse workforce
3. Diversity training for the existing workforce
4. Functional foreign-language training for company executives and supervisors & for immigrant workers
5. Apprenticeship programmes targeting immigrants, particularly for skilled trades

Criteria for the selection of best practices in diversity training

The following is a checklist in order to assess if a specific example may represent a best practice and case – study for the IDTS project. It goes noted that an initiative/project may be recommended as best practice, even not fulfilling all criteria.

Use the criteria below, whenever possible, to identify practical positive initiatives as ‘good practice’ in diversity training:

- **Diversity:** Does the initiative/project promote diversity in the workplace, either by attempting to provide knowledge and change the attitudes or practices of employers and staff, or by empowering immigrant workers through acquisition-upgrade of (languages, professional, social, teamwork etc.) skills and through social integration in the labour market and trade union participation?
- **Discrimination:** Does the initiative/project target discrimination in the workplace, either by attempting to provide knowledge and change the attitudes or practices of those at risk of discriminating, or by empowering immigrant workers to confront discrimination?
- **Sustainability:** Is the initiative/project more than just a ‘one off’ activity? Does it have the potential for continuing in the future, or being established in an organisation’s routines?
- **Effectiveness and Impact:** Is there any evidence that the initiative/project has either a short term measurable output or a longer term impact?
- **Transferability:** Does the initiative/project have the potential to be one that others can copy, and that can be transferred to other settings and/or Member States?
- **Review and assessment:** Does the initiative/project have review and assessment built into it?
- **Participation of beneficiaries:** Are beneficiaries and other stakeholders involved in the design, planning, evaluation, review, assessment and implementation?



➤ **Data Collection Methodology**

Desk research

Each partner will investigate current training approaches (on the selected themes) for diversity training for SMEs through desk research and data collection upon request from national Leonardo agencies and from employers and trade union associations.

Interviews

Each partner will collect data on best practice in diversity training also through with telephone or e-mail interviews with key training providers. The format of such interviews will be semi-structured. The basis is provided by a form (see annex) which may be filled in cooperation with the subject of the interview. The latter consists in filling the form through discussion and additional data collection as a result of the interview.

Mobility - study visits assessments

Host country report

Each partner will document the elements of small business obstacles or training provision they witnessed on their visits to other partner organisations, comparing their own national context with that of other countries

Comments and assessments by visiting partners will be integrated in the host country report.

The host country report will represent the research of the host partner. Each partner will upload the results of their own research onto their own websites, as well as the final report

Production and revision of the host country report

Within 1 month after each mobility the host will provide a report on its own country on the best practices identified and presented to the partners during their mobility visit.

All partners provide feedback within 1 week including an assessment of the case studies proposed in the report on the basis of their own experience, national context and including observations comments on the examples presented.

The host country is responsible to integrate such comments and finalise its report. The latter is then available to all partners, as well as submitted to the Irish Immigrant Council, which is the partner responsible for collecting and putting together all country reports formatting the project's overall final report.

The results of the research will be integrated into a report, outlining key findings and making specific recommendations for the implementation of improvements in each country. This will be posted on the partnership website.



➤ **Content – structure of the country report**

Each partner's research report (integrated in the host country report) will be produced on the following structure:

A. General overview of the national context (max 5000 chars)

- This section includes a brief description of the socio-economic context and the reality of integration of migrants and minorities in the labour market.
- It will also include any necessary information to understand the underlying causes, decisive factors and history behind the examples presented in the following sections.

B. Best practice for diversity training in (e.g.Northern Ireland) (max 10000 chars)

- This section is a bullet point list of the aspects of best practice identified during the research. An aspect may be present in different case studies/examples of best practice.
- Each bullet point may represent an element of diversity training that is considered to be effective in promoting diversity and non-discrimination in the workplace.
- It may also contain an explanatory proposition on the links between main points of best practice and its achievements.
- In the end of each bullet point reference should be made of the concrete cases which lead to the identification of such best practice elements-aspects. The reference includes the location, the organisation implementing the initiative and the enumeration code in the annex. Example [Belfast, Banbridge, C2]

The content of the bullet points are based on the desk research findings and the interviews with experts, training organisations and stakeholders.

C. Examples of best practice in diversity training in

- This section includes the forms containing the data for specific cases of best practice in diversity training.
- For each case study it is required to provide the information in the forms (see annex) and to support them with photos and exemplary material (e.g.flyers) in the word document.



Annex – Diversity training Best practice

| Number | C1 |
|---|----|
| Country – region - municipality: | |
| Title of the initiative/project (original language) | |
| Title (EN) | |
| Organisation (original language) | |
| Organisation (EN) | |
| Training agency / SME / Trade Union / Government / Civil society | |
| Internet link | |
| Type of initiative/project/activity ¹ | |
| Main target group ² | |
| Brief description of activity (max. 1000 chars) | |

Photos- material

¹ Please select one or more from the list of categories below

² Please select one or more from the list of target groups below



Best Practice – Type of Best Practice

- Training for SME owners and staff
- Diversity awareness raising
- Supervisor training
- support, advice to immigrants/minorities
- Diversity training for the existing workforce
- foreign-language training
- cultural activity - intercultural dialogue
- community cohesion – social integration
- codes of ethics, code of conduct
- improving employment skills
- encouraging trade union participation

Best Practice - Target groups

Target group are considered those that are directly addressed

- migrant workers
- employers and their associations
- employees and their associations
- trainers
- asylum seekers, refugees
- ethnic minorities
- national minorities
- Roma and Travellers
- religious minorities
- general public
- youth (children, young people, students)
- women
- elderly
- public authorities