



Research voor Beleid

a member of Panteia

Innovative approaches towards successful
integration of Migrants in the labour market

***Experiences from several European wide
projects***

Bert-Jan Buiskool (Research voor Beleid / PANTEIA)

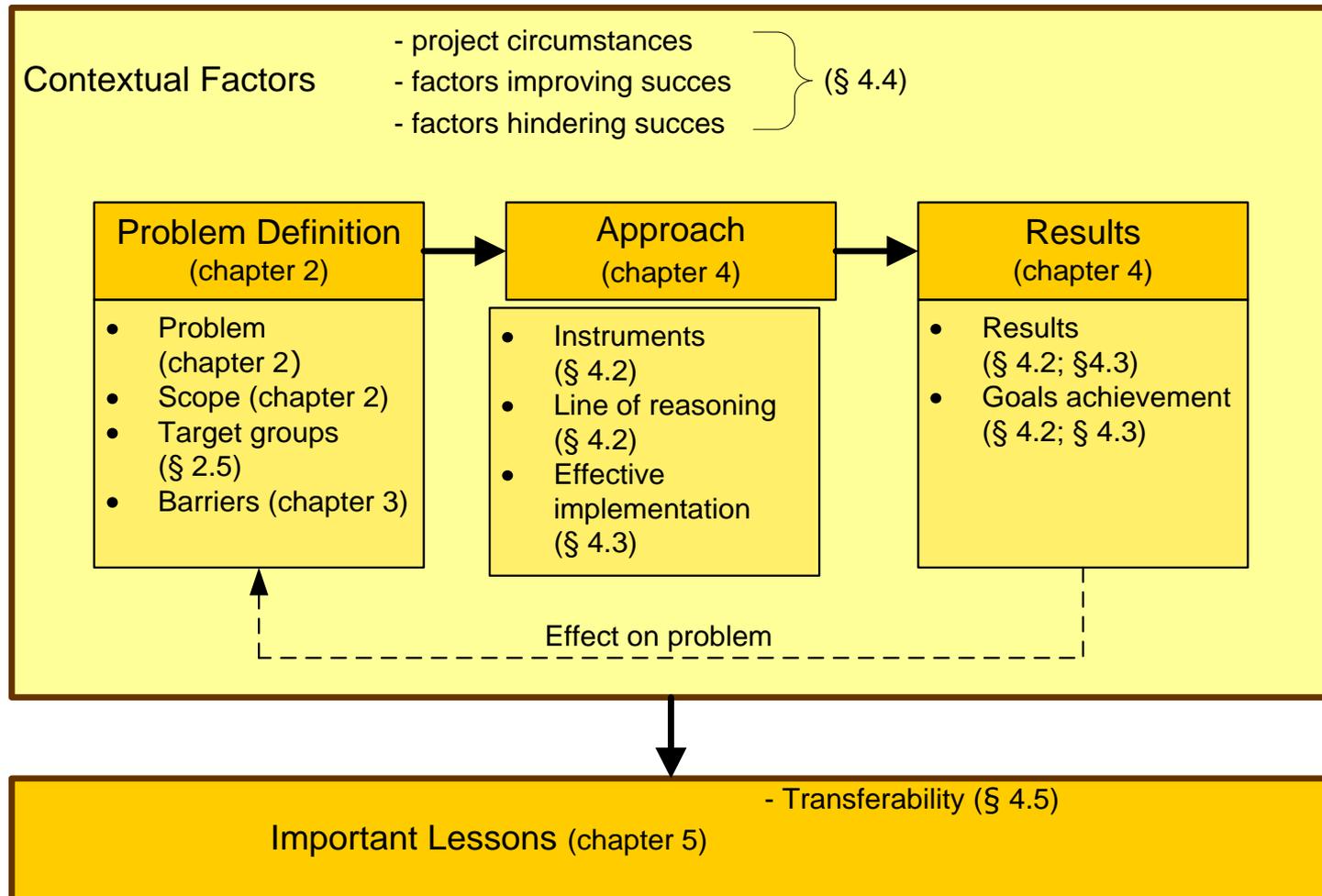
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Content of presentation

- To inform you about the labour market integration of third country migrants
- Identify the barriers that third country migrants may face when finding employment
- Examine innovative and practical ways to improve the integration of third country migrants into the labour market, from an economic and social point of view.



The European wide study on innovative approaches



Why developing policies for third country migrants?

- **Statistics** show that third country migrants tend to have much **lower employment rates**
- Are more often exposed to being employed for jobs they are **over-qualified**
- **Labour market participation** is very important for integration in host society
- Third country migrants have to overcome certain **barriers** in the labour market
- Need for **effective approaches** towards integration

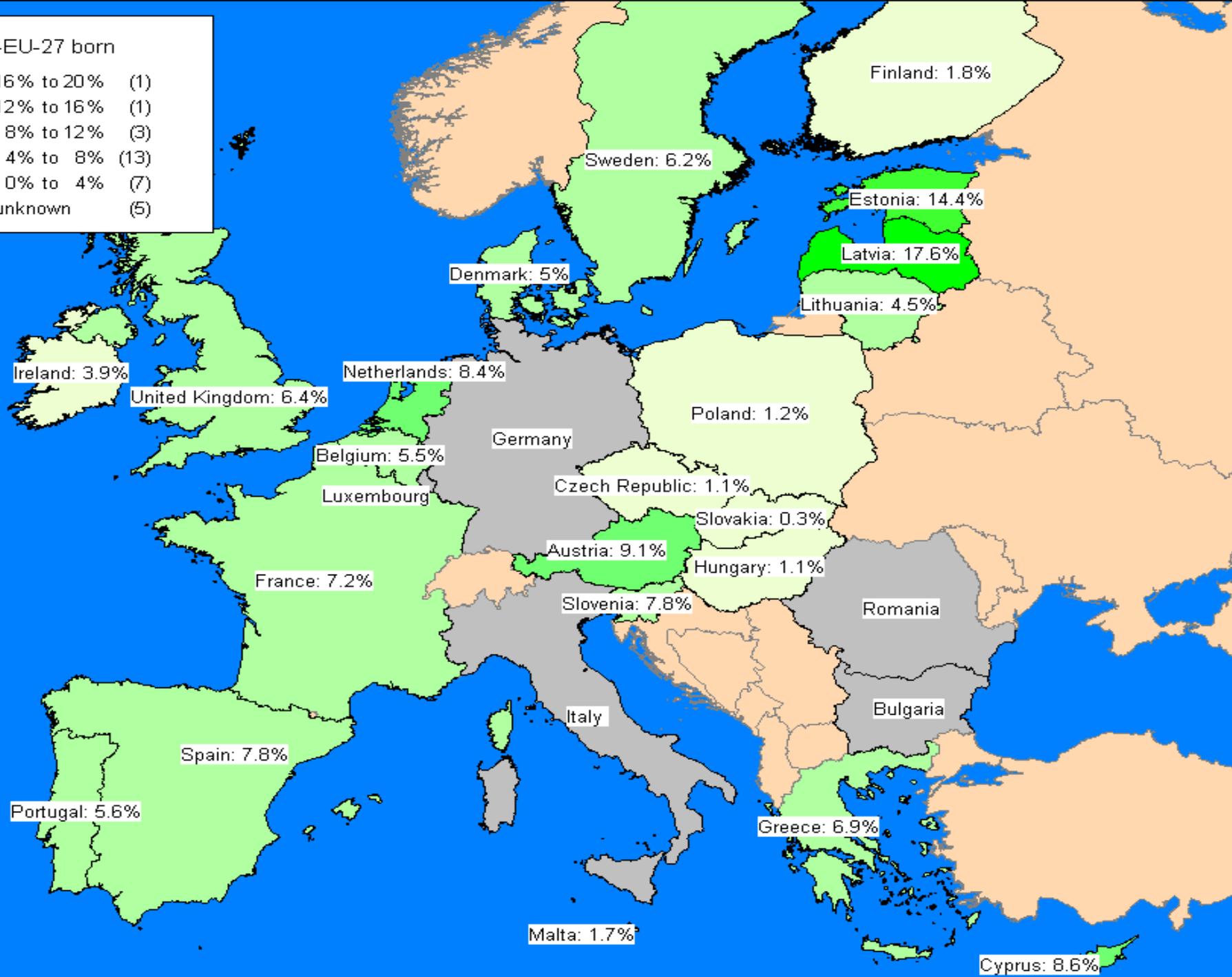
However, not much is known about effective approaches

labour market situation

- The **economic crisis** deeply impacts the European labour markets.
- Most country reports point in the same direction with regard to the **impact** that the crisis will have on **third country migrants**. As they are on average younger, have lower educational level, more often working in temporary employment and in sectors that are especially sensitive for the effects of the current crisis, the labour market position of third country migrants will worsen in the near future.
- However, notwithstanding these labour market effects of the economic crisis, the demographic developments will cause **labour market shortages** in the long run (specially in sector like e.g. business services, such as IT, insurance or consultancy, health care and social work, distribution, personal services, hotels and catering, and to a lesser extent education).
- These developments, although from a different perspective, call for **labour market integration of third country migrants**.

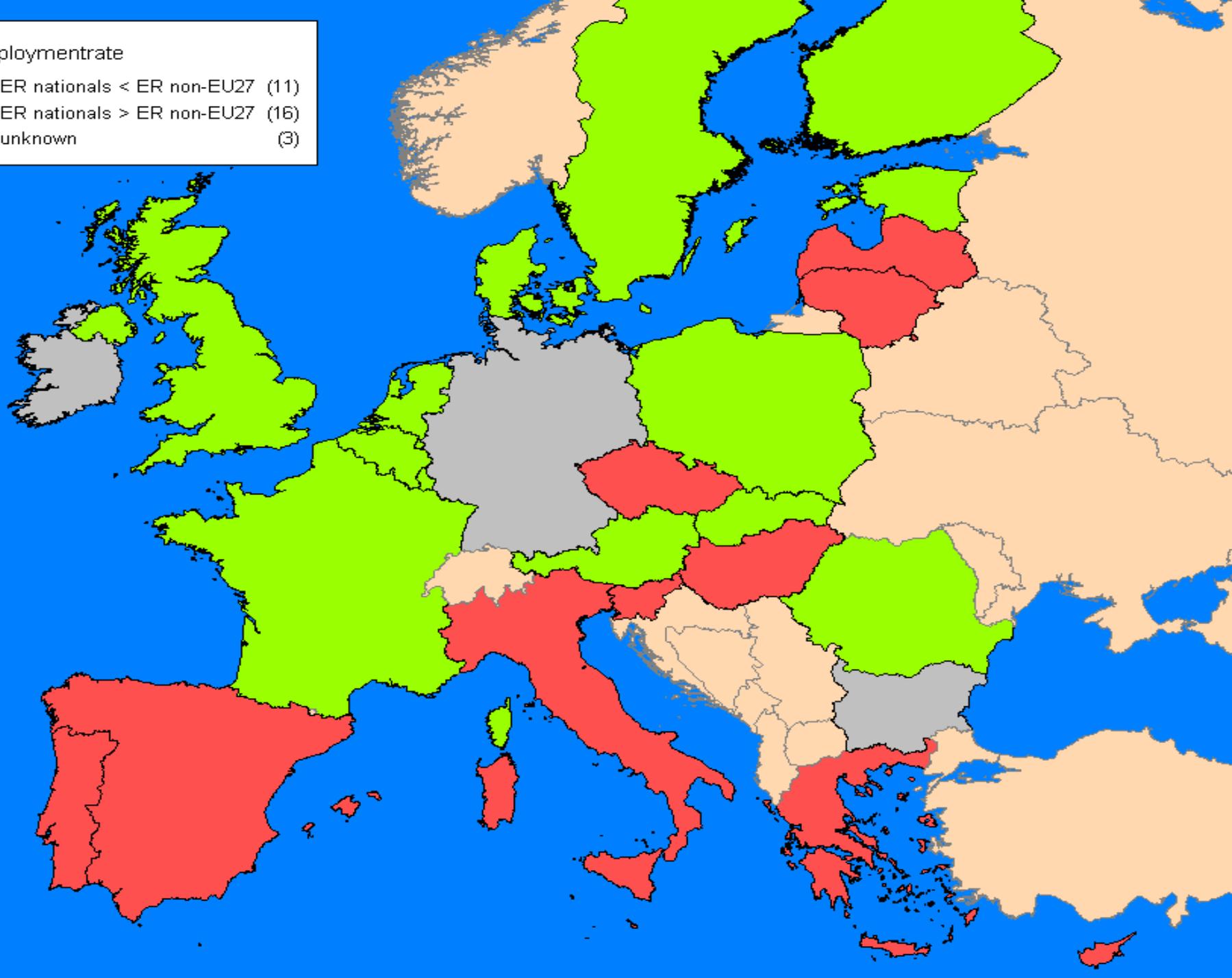
Non-EU-27 born

- 16% to 20% (1)
- 12% to 16% (1)
- 8% to 12% (3)
- 4% to 8% (13)
- 0% to 4% (7)
- unknown (5)



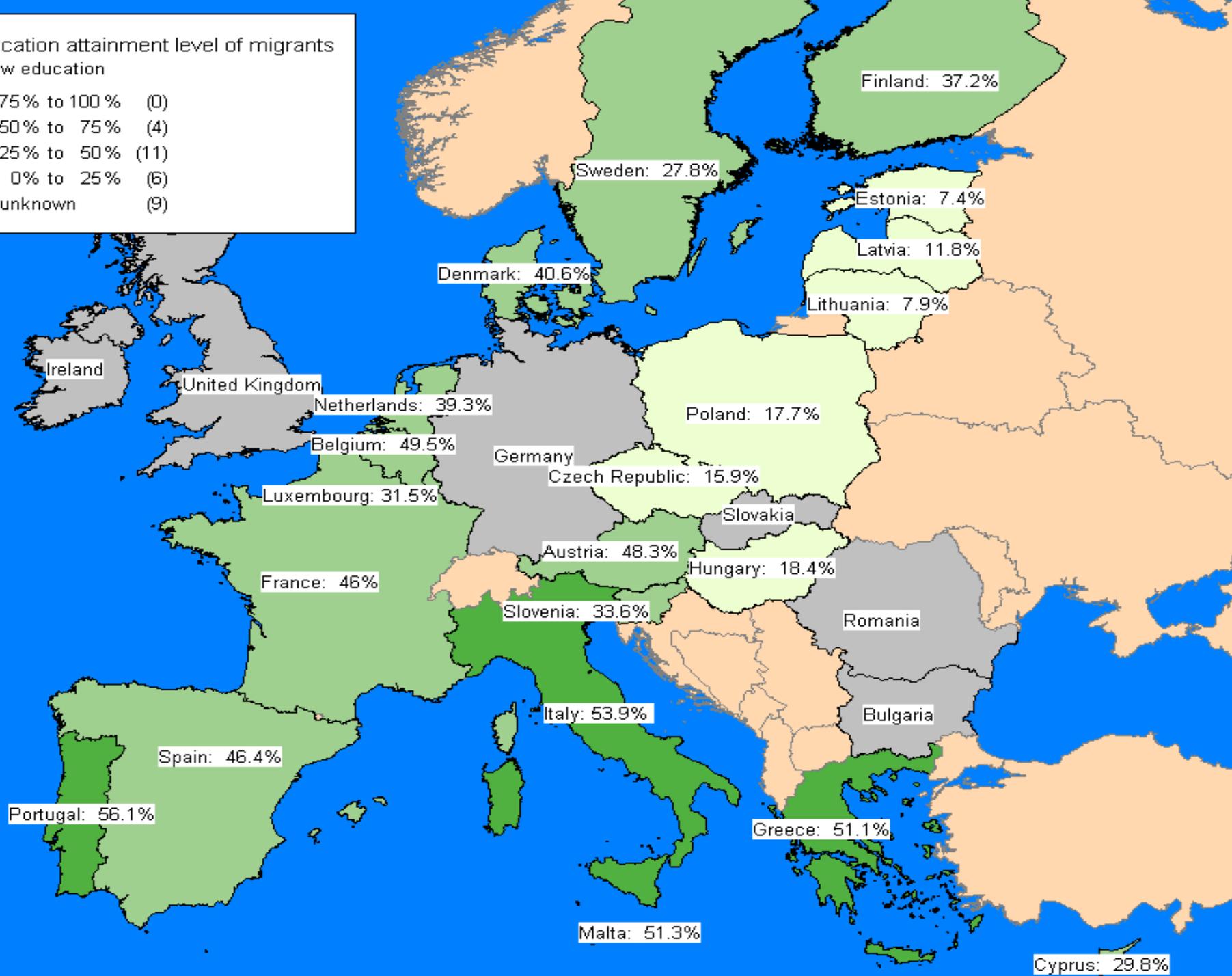
Employment rate

- ER nationals < ER non-EU27 (11)
- ER nationals > ER non-EU27 (16)
- unknown (3)

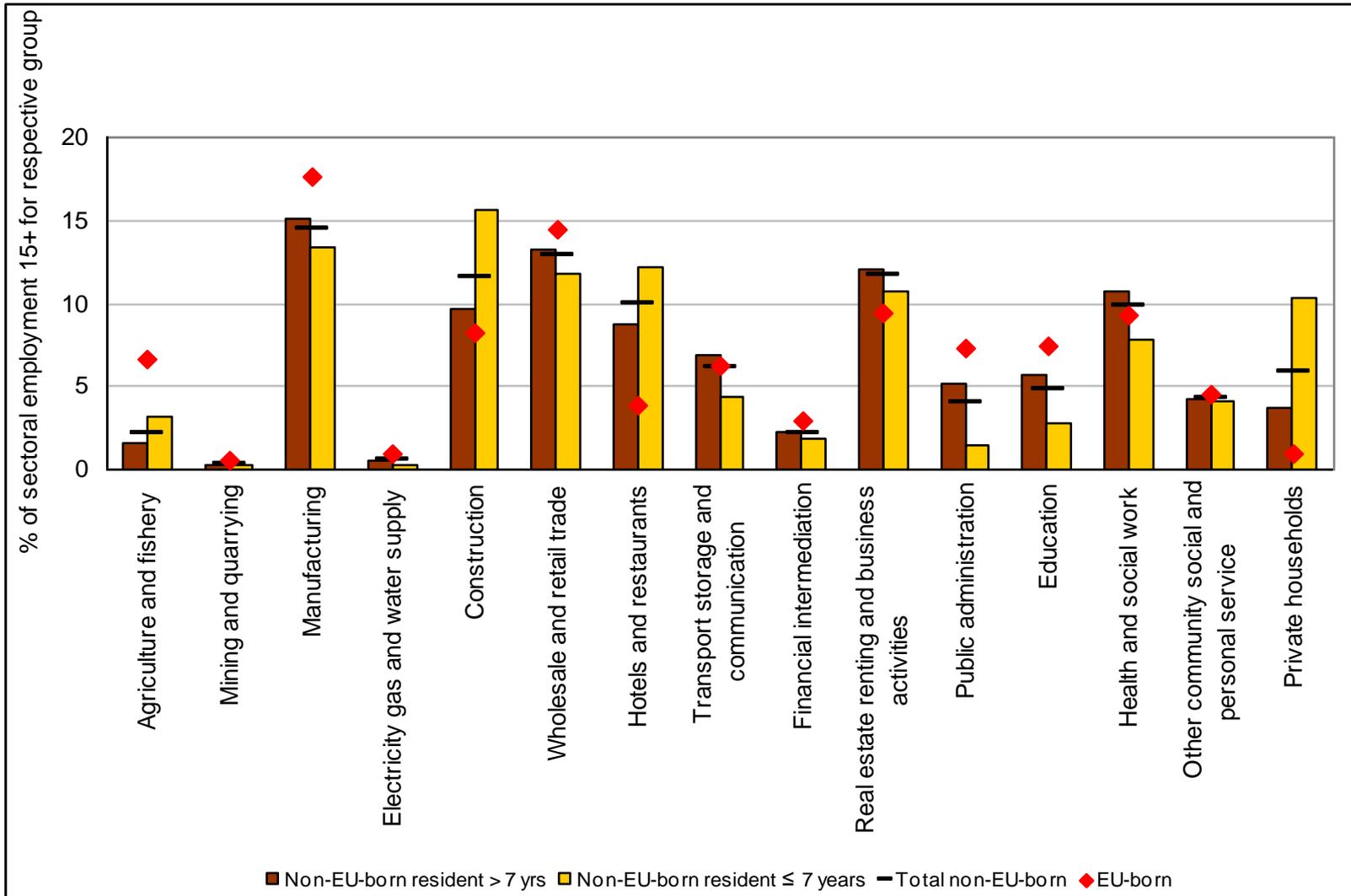


Education attainment level of migrants
% low education

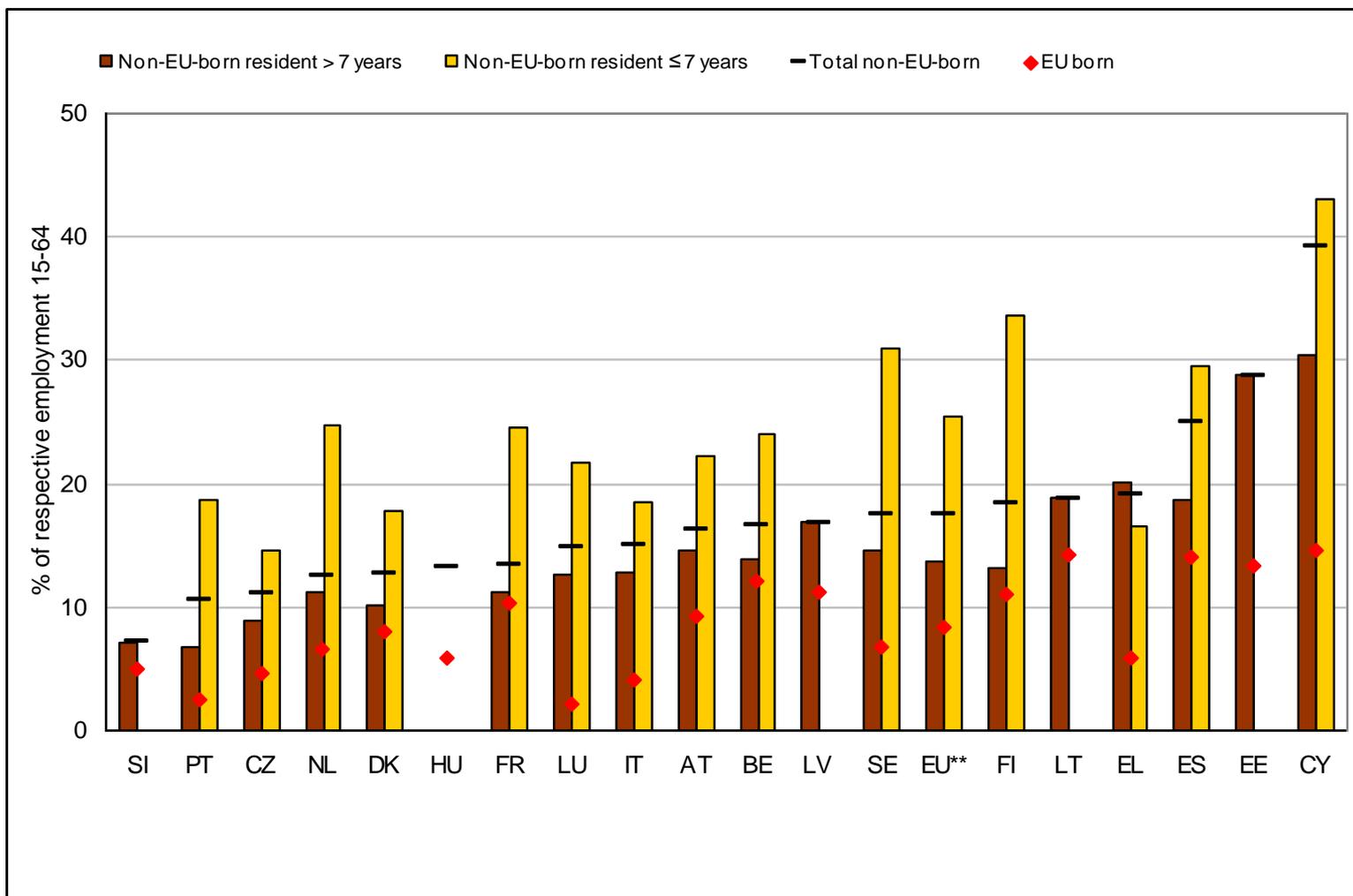
- 75% to 100% (0)
- 50% to 75% (4)
- 25% to 50% (11)
- 0% to 25% (6)
- unknown (9)



Sectors of employment



Over qualification rates for EU-born and non-EU-born across Member States



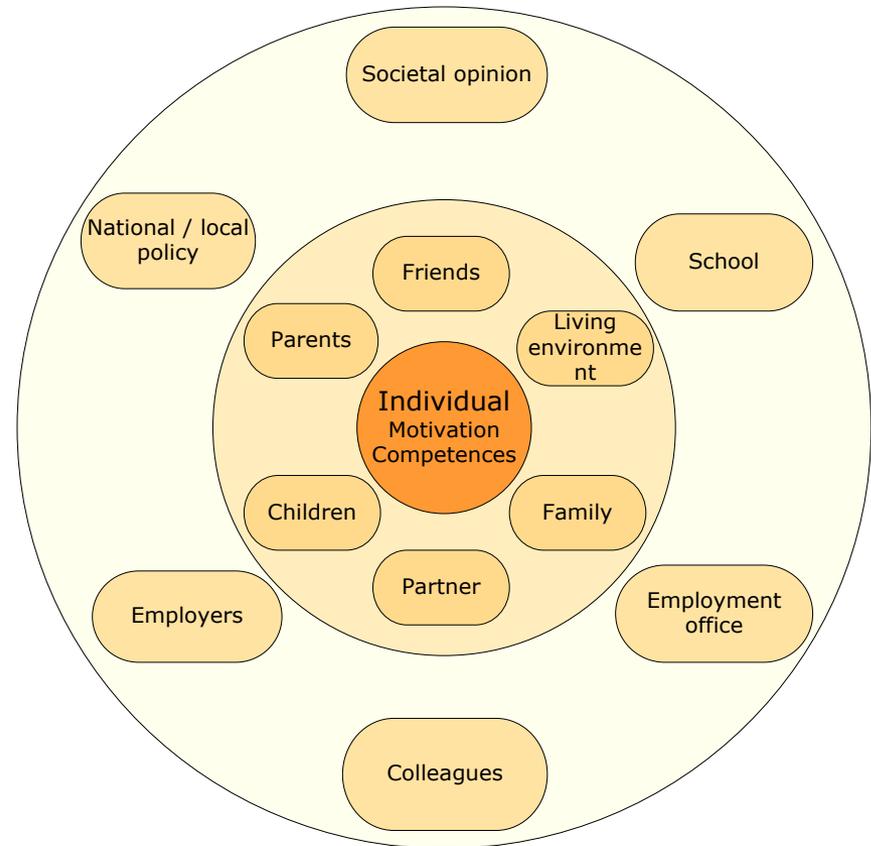
Barriers migrants face entering the labour market (1)

Three types of barriers in the literature:

- *Institutional barriers*
- *Situational barriers*
- *Dispositional barriers*

- *Barriers are strongly interrelated, cross-cutting and often reinforcing each other.*
- *Often there is an interplay of several barriers and no individual barrier could be identified as the most important barrier.*

- *Barriers appear in three stages: preparation, access to employment, and maintaining or progress in employment.*



Barriers migrants face entering the labour market (2)

Dispositional barriers

- The **lack of confidence**, the idea of having no control over own career (external locus of control)
- The **lack of language skills** is an important barrier in most countries, however it is clearly not the only barrier. Language training is widespread across the countries, although in some countries capacity is lacking or procedures are too complex.
- The **lack of professional and educational skills** is clearly identified as a barrier in most countries. However, having qualifications is not a guarantee to get a qualified and sustainable job. Many educated migrants face difficulties entering the labour market at their skills level as a result of the failure to recognize diplomas.

Barriers migrants face entering the labour market (3)

Situational barriers

- **Home situation** and **study choice and side jobs**
- the **social environment** (neighbourhood, health care)
- The **role of family and partner**
- In all countries the **limited knowledge of the labour market** was recognized as an important barrier.
- A **limited social and professional network** is identified in a few countries as a barrier to labour market integration.
- In most countries, **discrimination** is identified as an important barrier, which prevents third country migrants from entering or moving upwards in the labour market.

Barriers migrants face entering the labour market (4)

Institutional barriers

- Lack of **language training provision** (flexible provision and outreach)
- Lack of **experience of employers** working with third country migrants
- Reintegration services not taking into **specificnes of target group (specific barriers)**
- **Bad working conditions** where migrants are prone to exploitative working conditions.
- The fact that in most countries **asylum seekers are not allowed to work** before they are granted a status was identified as a barrier in several countries.
- Other identified contextual barriers are **complicated legislation**, the lack of capacity for the **provision of language training** and the lack of **coordination between stakeholders**.

Barriers migrants face entering the labour market (5)

Institutional barriers

- The **failure to recognize qualifications** was recognized as a barrier in almost all countries.
- **Extensive social security** could function as barrier to labour market integration, because of a lack of incentives.
- **Economic development and changing labour market demand (globalisation, technological development etc.)**

Instruments (1)

- *For many barriers there are multiple appropriate instruments.*
- *there is always an interplay of multiple barriers.*
- *What follows is that an effective approach should be an integrated approach, including several of the instruments just highlighted and giving attention to multiple barriers.*
- *Approaches should be implemented working along the effective mechanisms identified in the study.*

Instruments (2)

- **Education and training**

- should be focused on different skills, such as language skills, professional skills, intercultural skills and knowledge about the labour market and working culture.
- before focusing on the required job skills and sector skills, first of all basic skills (communication, computer competences, work ethics, etc.) should be appropriate as these basic skills are pre-requisites for further updating of skills, which could partly be done by 'learning on the job'.

- **Counselling and advice**

- should also be focused both on labour market aspects as well as on other aspects (legal, health care, housing), of which spin-off to labour market integration could be assumed.
- it should be developed in such a way that migrants are eventually empowered to take over their own labour market situation and become independent ('help for self-help').

- **Mentoring and coaching**

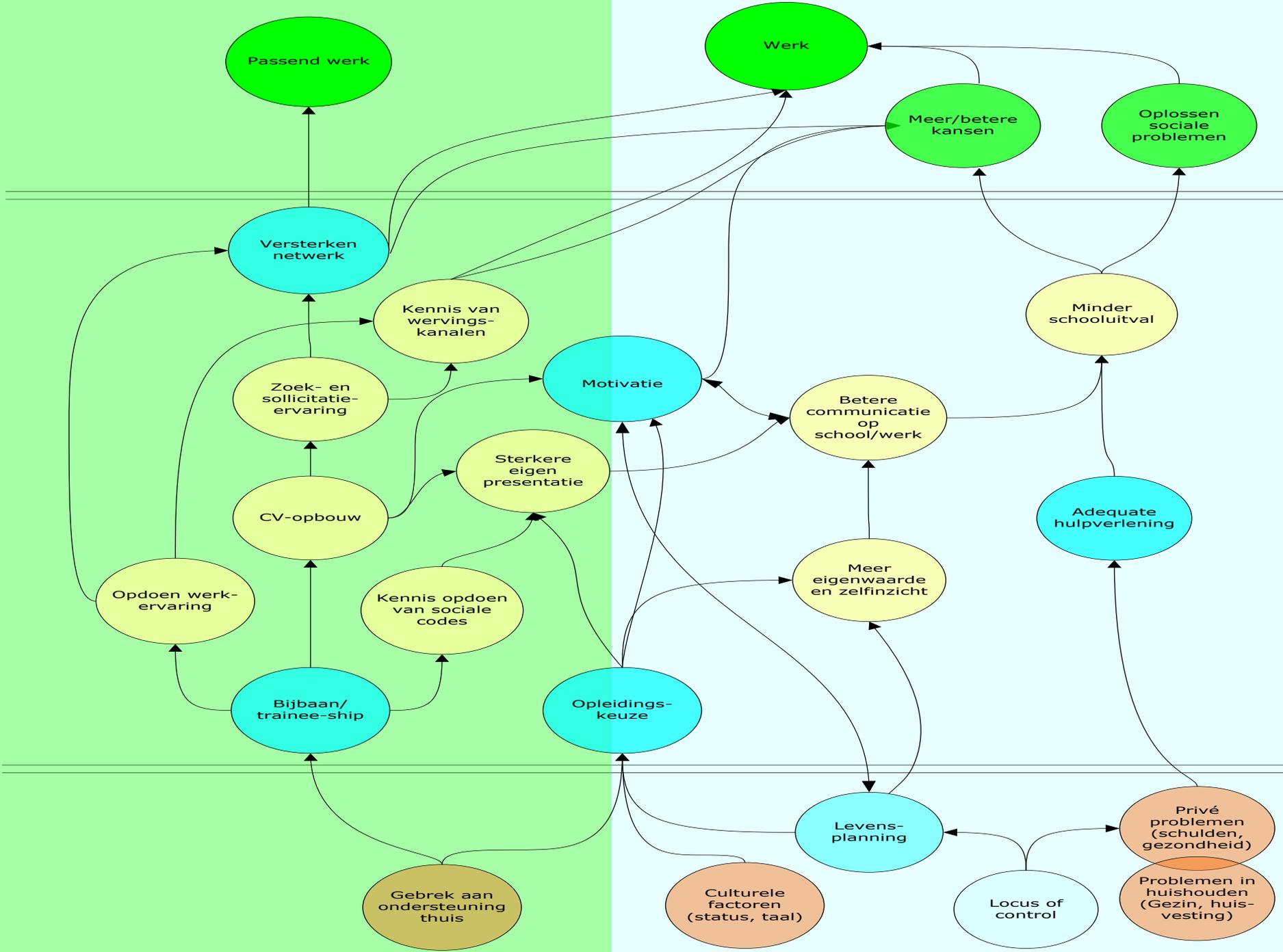
- is a good instrument during the job-search phase, but should be continued for migrants who are already in employment to increase the possibility of sustainable labour market integration.

Instruments (3)

- **Diversity Management** from social, demographic, and economic perspective.
- **Recognition of qualifications and diplomas** in partnerships with the private sector and to connect the recognition of qualifications to the provision of supplementary training.
- **Internships** and **networking** are good instruments to provide migrants with a stimulating and labour market oriented environment.

Instruments (4)

- A **contextual approach** (e.g. targeted at a whole area or neighbourhood) should be developed with a whole integrated package of accompanying measures.



Successful mechanisms (1)

(1) Integrated approach

- *Different essential elements or approaches should be combined in an interactive way and not in isolated way .*
- *education and training should be focused on different skills: language skills, professional skills, intercultural skills and knowledge about the labour market and working culture.*
- *Approaches should not only be focused on direct beneficiaries (migrants) but also on intermediary beneficiaries (e.g. the host society including employers),*

However, there are some drawbacks:

- first of all that these are costly.
- Moreover, it also requires high effort and dedication on behalf of the staff involved in carrying out the approach.
- And finally, political and administrative arrangements might be such that different governmental departments (for example work and income and civic integration) are working in a compartmentalized manner, while they instead should work together towards an integrated approach.

Successful mechanisms (2)

(2) Tailored approach

- A tailored approach, specifically focused towards the specific needs of the target group (migrants) is more successful than mainstream approaches that are also carried out for, for example the native unemployed.
- the success of a project it is also essential to actively involve project beneficiaries in a project and in the development of their own 'tailor-made' approach and not let them be just passive recipients of the actions undertaken.
- In short, 'one-size fits all approaches' are not effective for labour market integration of third country migrants.

Successful mechanisms (3)

(3) Set up partnerships with most important stakeholders

- Government organisations
- Public employment services
- Business enterprises / employers
- Learning centres.
- The community sector
- Non Governmental Organisations
- Trade unions
- Participants

Drawbacks:

- Funding although available for such activities, is often short term.
- The results are all too often neither evaluated nor communicated, as a result of which learning from each other about successful and efficient partnerships does not occur.
- Partnerships are time-consuming and require strong collaboration and commitment, especially with respect to financial, human and institutional resources.
- Pay attention to potential bottlenecks in cooperation between stakeholders. These include bureaucracy, loss of efficiency and working in a compartmentalized manner

Successful mechanisms (4)

(4) Employers involvement

Problem encountered

- employers often lack the necessary expertise and resources to implement integration strategies in-house.
- developing diversity strategies can often be expensive
- It might even require more effort to motivate employers, due to a negative or at least indifferent attitude or discrimination towards migrants.

To increase employers involvement, one need to take the following steps:

- Increase employers' willingness to cooperate by continuing coaching after a job placement and always being available for assistance.
- Perform research on the skills needs of employers.
- Involve employers by having them to sign an intention agreement on hiring migrants.
- Try to get commitment to employment equity in the boardroom and management circles of companies.
- Call companies to Corporate Social Responsibility (CSR) in terms of human resource management as in the end this might entail assets for companies as well.
- Contract letter that they will hire the intern after a period (in the case in Estonia)

Successful mechanisms (5)

(5) Staff skills

- to be labour market experts
- able to deploy a wide number of approaches
- able to deal with heterogeneity
- able to assess the needs and prior experiences of the specific group they are dealing with
- select and combine the right measures or instruments.
- empowering and motivating third country migrants is relevant.
- (at least part of) the staff has an immigrant background themselves (role models).

Successful mechanisms (6)

(5) Outreach strategies

- To reach all groups of third country migrants, there should be cooperation with (voluntary) migrant or refugee organisations, participation in social networks, or for example mosques to recruit potential hard-to-reach participants.

Cooperation with migrant organisations (1)

Phase 1: preparation

- Support for cooperation from local government
- Positioning in project cyclus
- Content of cooperation
- Clearness / demarcation points
- Equality and acknowledgement
- Sustainable cooperation
- No dependency of one person
- Trust

Cooperation with migrant organisations (2)

Phase 2: Implementation and cooperation

- Contact
- Way of working with mutual understanding
- Critical and selfreflection
- Monitoring and make successes visible
- Professionalism and capacity

Cooperation with migrant organisations (3)

Phase 3:

- Sustainable cooperation
- Think about sustainable ways for continuation
- Invest in professionalism and continuity



Thank you for your attention!

Bert-Jan Buiskool (b.buiskool@research.nl)

