



**A mentoring programme
for professionals working with migrants
and willing to fight against discrimination on the labour market
and professionals working in HR and willing to promote diversity**

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Module 0 - Overview of the mentoring programme and overall context

The mentoring programme has been built keeping in mind the following issues:

- ❖ The target groups consist in two main groups :
 1. Persons fighting against discrimination and promoting diversity on the labour market: employers, HR managers, social partners, policy makers at the local and national levels, agents of integration offices...
 2. Persons supporting job seekers to integrate in the labour market: trainers, counsellors, tutors...
 - ❖ These different target groups have in common to be professionals working either with low qualified women, young graduate with migratory backgrounds, or, sometimes, with both of them.
 - ❖ According to the project document, the mentoring Programme includes the following activities :
 1. Adapting the training modules in order to make them understandable and useful for the tutors, by integrating their objectives, expectations and professional contexts, sometimes the limits of their intervention capacities.
 2. Proposing a mentoring specific to the different contexts, by formalizing the different steps.
 3. Integrating the different partners' reactions to take into account the different national contexts.
 4. Validating the mentoring by a European meeting with all the consortium (Forli, Italy, October 2014)
- Methodology and pedagogical approach developed in the mentoring integrate together contents of the training programme in order to transfer them to professionals,
 - specific contexts of the different professionals (taking into account their profile),
 - specific European and national contexts on discrimination and diversity issues.

Modules 1 & 2 are focused on the different target groups (professionals) detailed presentation for the mentoring, their different and common expectations regarding diversity/struggle against discrimination issues (module 1) and, from here, a presentation of the Di&Di project adapted to these expectations (module 2).

Modules 3 describes the target groups of Di&Di project (young graduate and low qualified women), by insisting towards professionals working with them on their specific constraints but also strengths on the labour market in EU.

Modules 4 & 5 combine knowledge on the discrimination legal framework and practical attitude focused on case studies to distinguish what is discrimination and what is not.

Modules 6 exposes the specific Di&Di approach consisting in a broad view on various competencies, valuing and enhancing them for potential recruiters thanks to different tools.

Modules 7 presents the stakeholders and mainstream methodology of Di&Di, in terms of target groups and lifelong learning process on diversity/discrimination issues

Module 7, 8 propose to formalize different steps of action plans, adapted to different professional contexts and based on existing practices in diversity/discrimination and employment fields.

Modules 10 present some examples of networks at European level to be kept informed and to find opportunities of training about these issues in a lifelong learning perspective.

Module 1- Description of the target groups for the mentoring in the context of promotion of diversity and fighting against discrimination

Content : Presentation of typology of targeted groups (professionals) for the mentoring in European and National perspective, in order to identify specific needs to which Di&Di approach and method could respond.

Methodology : On the basis of previous surveys and participation to round tables in France and in Europe in the frame of Enda Europe's Diversité Plus Project, we intend to propose a typology of the different groups of professionals, in order to be able to better identify different needs and expectations on diversity/discrimination issues.

Sources :

- ❖ Results of the Diversity Plus project conducted by Enda Europe from 2006 to 2010 (in French):

diversiteplus.enda-europe.org/

focus on **inquiries and reports of inquiries** carried out among 400 representatives of firms (big and small sizes), Trade Unions, associations, local authorities, all members of the Comité 21 platform: <http://diversiteplus.enda-europe.org/enquête-2009>

- ❖ Website to the “European Diversity Charter”: <http://www.diversity-charter.com/>
Including many tools and examples of best practices on diversity issues by different groups of professionals.

For each group of actors:

- ❖ **Firms (big and small size)**

- **Cabinet Deloitte, « La promotion de la diversité dans les entreprises, Les meilleures expériences en France et à l'étranger », 2010**

In english: The promotion of diversity in enterprises. Best experiences in France and abroad, 2010

Available on : <http://ressources-de-la-formation.fr/La-promotion-de-la-diversite- dans.html>

- **Observatoire sur la responsabilité sociétale des entreprises (ORSE) in France, Guide on the prevention against discrimination and promotion of diversity in enterprises, Paris, 2011**

Available on : http://www.orse.org/maj/upload/document/document_555.pdf

❖ **Trade Unions**

- European Commission, European Study on innovative Trade Unions' practices to struggle against discrimination and promote diversity, 2010
- European economic and social committee -
<http://www.eesc.europa.eu/?i=portal.fr.home>

Organizations supporting job seekers:

- Conseil National de l'Insertion par l'Activité Economique (France), « Les structures d'insertion par l'activité économique s'engagent dans la lutte contre les discriminations. »
In english: Structures of insertion through economic activities are engaging for fighting against discrimination.

❖ **Local authorities:**

- La Halde (France), What answer local authorities to La Halde? Prevention against discriminations and promotion of diversity in Human Resources, 2009

Preliminary remarks

The final beneficiaries of the project Di&Di are low qualified women and young graduate, both with migrant backgrounds.

Nevertheless in the specific frame of the mentoring, target groups are professionals working or who would work possibly in the future with young graduate and low qualified women. The Di&Di innovation consists in aiming to gather very different kind of professionals in common sessions. This is the reason why the key-point for success is to constantly keep in mind both the diversity of professional contexts and common concerns on diversity and discrimination in the labor market.

In this regard,

- A first step is to identify common obligations and concerns regarding struggle against discrimination and diversity issues.
- A second step consists in identifying specific interests for each groups of professionals in discrimination/diversity issued and for our final beneficiaries.
- A third step would consist in relating these overall concerns to the different national contexts in EU.

1 st step : What are the major concerns/expectings for all and for each groups of professionals regarding discrimination/diversity issues?

A first and unavoidable issue for all groups is the Law.

Although applied quite differently in the different EU countries, the EU legislation on discrimination is quite complete member States have to develop their own legislation and to inform and raise awareness among all involved actors about this legislation. Then, the majority of EU countries have elaborated their own legislation and set up a specific body in charge of concretely implement the Law and and spread information on discrimination issue. For instance, in France the institution responsible for fighting against discrimination is the “Défenseur des Droits”. It belongs to its task to assist public or private organizations to develop anti-discrimination measures.

The discrimination field is differentiated according several criteras (origin, gendern handicap...), but also areas, like housing, employment, education... In employment area the potential recruiters are the main actors targeted by National anti-discrimination Agencies. Both private and public recruiters are concerned but for these last ones the existence of national regulated competition, in princip open to all, limitates the relevance for this specific case.

Yet, not only recruiters are involved : all “intermediary” actors between employees and employers are involved, as social partners, trainers and councellors for job seekers, and also local authorities in charge of employment politics at the local area.

From the point of view of these national agencies and regarding their specific mandates, the implementation of anti-discrimination law will succeed only if all employment actors become aware of discrimination practices and integrate concrete tools in their daily practices. Today, this “mainstream” approach is more or less shared in all EU countries engaged in the implementation of EU legislation. But it is also more and more recognized that the recognition of the Law is not sufficient. It is only the starting point. To be translated in concrete practices, the concern for anti-discrimination has to be related to existing strategies and expectings of field actors.

On the basis of existing initiatives, we are proposing to typologise these different contexts and expectings, within 3 different steps :

Brief presentation of the overall context and initiatives in diversity and discrimination fields.

Major concerns/constraints of actors regarding this field.

Assessment of main needs from existing tools.

This first typology will be deepened through an overview of the experiences in different countries.

Second step : Typology according to groups of actors

In this category, it is needed to distinguish between

- employers in private organizations (big and small firms mainly) – private sector
- and in public ones (local authorities, administration, public offices...) – public sector
- and in associations- not for profit sector

Private sector- Big and small firms:

1.Overall context: Since the middle of 2000 years, more and more firms in EU became aware of the anti-discrimination issues regarding both recruitment and intern mobility, at different stages according to countries. At the same time, some biggest and the most motivated firms, involved in transforming the anti-discrimination issue in a more “positive” way, more adapted to the context of competition and performance. In France for instance, a group of firms adopted in 2004 the “Chart of diversity” which put the accent on the promotion of diversity of profiles and competences, rather than the fight against discrimination in sense of the Law. Some multinationals even recruited special Human Resource managers on diversity issue.

Criticized at a first stage by other actors, mainly from the public sphere, more and more firms, including small ones and also local authorities adopted the chart, followed and later the Label Diversity, which was considered as more flexible for progressive adaptation and changes within firms.

It is now existing the European Platform of the Chartes of Diversity signed up by many firms in EU. Among the countries partners of Di&Di, it exists a German and Italian Charter, inspired from the French one.

Nevertheless, in majority of EU countries, the effective implementation of anti-discrimination or diversity approach is still very varying within firms according to the “good will” of each. This “pro-diversity” practices have been highly denounced, especially since some enterprises have been accused by National anti-discrimination bodies for discrimination practices, although their visibility and very active and communicative involvement for “diversity”.

2.Major concerns/constraints:

As concerns: to combine the concern for performance/competition to a sense for social responsibility to cultivate a positive image as employer and economy actor : In this perspective develop competences sponsorship, initiatives for improving recruitment procedures in a more transparent way, following by communication actions.

A major constraint is very often the size of the firms: in the small ones it is more difficult to develop ambitious initiatives.

And for all it is sometimes difficult to report on the progresses achieved, because of lack of indicators.

For instance, **in France** as it is forbidden to take census of persons according their origin, it is also impossible to assess the evolution regarding diversity and discrimination for origin purpose.

3.Assessment of main needs

Propose and integrate concrete tools, initiatives, partnership, competences sponsorship based on the “competence approach”.

Many firms are quite sensible to critics about “diversity” concept and are expecting proposals to make it more concrete.

In this regard, workshops around concrete tools to valuing diversity of competences of persons potentially discriminated (young Graduate and low qualified women with migratory background) could be of great interest for many manager of HR and diversity in firms.

Non profit sector - Social partners (Trade Unions)

1.Overall context : Surprisingly, trade unions started quite late to get involved in discrimination field, mainly under the impulse of European programmes (as for instance Equal programmes) in the middle of 2000 years. It is because of historical and ideological reasons: Labor Unions were not always welcomed to “immigrant workers” seen as agents of “social dumping”. And many were strictly concern about inequalities of salaries, all kind of inequalities (gender, origin) seen as secondary. In 2010 years some trade unions started to contract intern agreements within their firms dedicated or including discrimination issue. Example in France of the Group Accord with the very active CGT in the field of discrimination.

To underline: The degree of openness and involvement of Trade Unions is quite different from one country to another and between different types of Trade Unions.

2.Major concerns/constraints:

A major concern for social partners consists in integrate discrimination/diversity issues in the general social dialogue with Directions through formalized agreements. In this perspective, many of them can be quite open to external initiatives or outputs, especially when they are not competent on these issues and under the conditions that these initiatives fall within the general fight for equality.

As constraints: As elected representatives of employees they are not flexible to new approaches and tools as non-governmental organizations or private actors. In time a crisis, their priority, as for employers, is far away from discrimination and diversity issues.

3.Assessment of main needs:

Some of social partners, not very experts in discrimination /diversity issues, and aware that it is difficult to progress on these issues in time of crises, are willing to develop discussions and share experiences with other actors whose representative of Human Resources and board in firms, beyond “face to face” traditional positions. In this way, multistakeholders workshops on mutual practices and knowledge would be of great interest for this group of actors.

Public sector- Counsellors/tutors/trainers in public offices and associations supporting job seekers

Context : Since ten years many organizations have become in discrimination/diversity issues thanks European and national fundings (in France l’ACSE for instance). They set up trainings for employers and/or job seekers. More and more cumulate trainings for both publics. Other counsellors or trainers in employment seeking gradually integrate the discrimination perspective in their programmes of training but this “mainstreaming” process is still quite rare.

Moreover, the programmes don’t necessarily take into account the specific need of specific groups, as low qualified women and young graduate both with migration background. In France there is still a clear reluctance to this specific approach in the name of the “republican model”.

Major concerns/constraints:

A major concern for trainer for adults seeking job is to integrate the discrimination/diversity perspective in the general support for job seekers, in the frame of reinforcement and valuing of competences in relation with labour market needs. By doing so, a main concern is also to avoid all kind of stigmatization of the job seekers and “victimization” behaviours from job seekers.

Assessment of main needs:

- 1.Integrate approach and concrete tools combining prevention against real discrimination risks and empowerment focused on valuing of competences on the labour market.
- 2.Get more knowledge on the specific needs of publics and how to integrate these specific needs without producing stigmatization or preferences in accompaniment.

Module 2 – The Di&Di project – Context, objectives, perspectives

Content

Presentation of Di&Di Project in relation to Lifelong learning approach (which is quite rare for discrimination/diversity issues).

(Extract from the training)

A lifelong learning programme (knowledge society)

A Leonardo da Vinci project (labour market oriented)

Migrants, a public with special needs in the labour market

Proposed Methodology

On the basis of the methodology and contents of the training programme (Module 2), a focus is made on Di&Di project added value: viewpoint of the targeted groups for the mentoring (see module 1)

Explaining the institutional framework on LLP- a European programme focused on skills and competences, to enhance European cooperation in Vocational Education and Training (VET) Explaining general objective and specific objectives of the LLP programme (with a focus on the Call for proposal 2013).

Explaining the main aim and goals of the Di&Di project, “Di&Di- enhancing diversity and struggling against discrimination in the labour market”.

Sources

Iriv- Di&D training- July 2014 (reference to the training page 5)

Enda Europe and iriv & alii, “*Di&Di- Struggling against discrimination and enhancing diversity on the labour market*”, LdV project selected in the Call for proposal LLP 2013, France.

European Commission, Lifelong Learning Programme (LLP), Brussels, 2012.

European Parliament and of the Council of 15 November 2006, OJ L327 of 24/11/2006 (and amended by the Decision 1357/2008 of the European Parliament and of the Council of 16 December 2008), Decision 1720/2006/EC

Module 3 – Di&Di audience - young graduate and low qualified migrants sharing a migratory background

Content

- Definition of both target groups: Low qualified women migrants and young graduates, both with migratory backgrounds. Underlining why these both target groups must particularly taken into account among migrants in general by professionals.
- Specific challenges regarding access to labour market.
- Common challenges to both regarding diversity/discrimination issues on the labour market.

Methodology proposed

- Explaining the main profiles of the two target groups addressed by the Di&Di project.
- Explaining the specific challenges they pose and the common ones regarding both anti-discrimination and employment fields.

Sources

Irvs'training : Module 2, page 10 with additions from Enda Europe below.

1.3 Specific challenges regarding diversity/discrimination issues on the labour market

International young graduate in UE

Although the quite positive recognition at European level (see above), the recognition of this potential of young graduate through their international profiles and their competences is not necessarily recognized by employers in EU. Perception varying also significantly from one European country to the other. For instance, while the French government recently improved the foreign students' situations through different measures, regarding in particular the change of status from student to worker, the German one became stricter regarding the situation of foreign situations in Germany.

Beyond these national differences of politics, foreign students are often seen by employers as a “problem” because of the constraints posed by changes of status requiring a strong involvement and financial participation of employers, and also because of stereotypes underlying discriminatory practices.

An important challenge regarding anti-discrimination field is the inclusion of these international young graduate in antidiscrimination trainings and in overall all actions in this field. They are often not perceived by actors in charge of these trainings and actions as a prior target groups. In France for instance, all the attention of policy makers and many specialized associations are focused on the public of young French with immigrants parents and living in low social areas. Though many studies showed that the young graduate with migratory

background are discriminated as any other persons with migratory background, sometimes more, as some of them intend high qualified job.

Low qualified female migrants in UE

Low qualified women migrants poses also specific challenge: either they came through family reunification or other channels, recent studies show that number of workers among them increase and more and more are willing to work, as soon as they arrive in France.

From this fact raise several challenges: On one hand the labour market and services dedicated for job seeking are very often not known from these low qualified women, and, on the other hand, the services, counsellors, tutors and even potential employers in low qualified sectors don't necessarily know this public and this widespread will to work. Moreover, when they know these profiles and already employ low qualified women migrants, particularly in the sectors named before, it exist many cases of discrimination, as showed by other inquiries.¹ In overall, because of deep evolutions of the labour market, low qualified women migrants are oriented through family or ethnic boundaries to very unregulated jobs and sectors where they may be confronted to different kind of abuses and exploitation, without be informed about their rights.

Common challenges

- Both willing to work in host societies but have difficulties (legal, language, recognition of diplomas and past experiences)
- Publics not known among migrants population, by public opinion, social actors, employers, decision makers.
- They are rarely included in antidiscrimination and employment programmes, regarding their specific needs, expectations and potentials.

¹ See inquiries conducted by Enda Europe among small firms in caring professions sector i the frame of Diversity Plus

Module 4 – Legal framework – Struggling against discrimination - From the European level to the national levels

Preliminary remark: It also seems important to include this module **from the Training Programme** in the Mentoring, as not all professionals are aware of this legal framework. The relevance is to assess according degree of knowledge of the audience.

Source : Irivs' training (**module 3 page 14**)

Module 5 – Di&Di approach : a practical and empowerment approach on discrimination

Contents:

1. Choice of Di&Dis approach on the prevention against discrimination.
2. Different steps of the session based on case studies selected before the session and enriched by the participants' experiences.

Methodology:

Following the previous module (description of legal framework), this module has to be more practical, based on collective and participative work on case studies and participants' professional experiences.

Sources:

- ❖ European Commission, *DISCRIMINATION IN THE EU IN 2012, Special Eurobarometer 393*, 2012.

Available on: http://ec.europa.eu/public_opinion/archives/ebs/ebs_393_en.pdf

PROGRESS: EU Programme for employment and solidarity - PROGRESS (2007-2013)

Available on:

http://europa.eu/legislation_summaries/justice_freedom_security/combating_discrimination/c11332_fr.htm

- ❖ ENAR, Toolkit : Working on migrant integration at local level, 2011

Available on: http://www.enar-eu.org/IMG/pdf/toolkit_en_low_final.pdf

1.Choice of approach

As said before (module 4), the term “discrimination” refers to a precise legal framework (national and/or European) and to practices developed in different sectors of life, like the employment. But it is not easy to define what discrimination is and what is not. Through past and current workshops and trainings, it is often heard from participants that “discrimination is everywhere”. It creates sometimes confusion in actors’ mind and encourages behaviours of “victimization” from persons potentially discriminated because of their background. This kind of behaviours may constitute a new obstacle to employment, by developing suspicion or inhibition in job seeking process.

This is the reason why Di&Di intends to impulse and incite to a pro-active attitude regarding discrimination, based on pragmatic prevention on discrimination, case studies and valuing of competences along all the migration path.

2.Method for the sessions

This module will mainly consist of workshops involving the different trainees, in order to take the best benefit of the diverse experiences from different professional contexts. Case studies will be issued from experimentation sessions of the training: It would have the advantage to “make the link” between the training participants and the mentoring participants. Method and case studies presentation frame are inspired and adapted from the training (Module 6 of the Training).

Different sessions’ steps

Each partner will adapt the content of this module to its own context and public, but it is important to keep in mind common steps and common objective, which is to learn collectively how to apprehend discrimination practices in concrete situations and distinguish them from perceptions of discrimination.

1st stage: Plenary session.

The trainer will start by exposing different situations, analysing them with the participants around the question: Do we have to deal with discrimination in this situation? , and giving the explanations. Then, in cases where discrimination practice is proved, some ways to overcome this kind of obstacle or to avoid it will be presented. Conducted in a participatory way, this first stage will be led by the trainer at first, in order to transfer knowledge and clear orientations to the participants. Case studies will come from those which were collected by the partners for the training, if possible enriched from experiences and testimonies gathered during trainings’ sessions.

A set of “situations” (in which discrimination takes place or not) will be provided by Enda Europe, based on previous projects. Partners can also provide additional supports if needed and it is available.

2nd and 3rd stage: Workshops in small groups

This second stage will be focused on participants’ professional experiences and organized in a spirit of “mutual learning” through exchanges of experiences around a common case study.

Participants will be divided in small groups of 5-6 persons (at least 3 groups according the number of participants of the session) and new case studies will be distributed to each group (one case study for one group). Through discussion, each group has to exchange and decide on the following points:

1. Is it a case of discrimination or not?
2. Justify and explain why with clear arguments.

If yes, explain the use and interest of measures done in this case to overcome or avoid it in the future, by giving examples referring to respective participants' experiences in their own organization.

3.Regarding again to its own experience, enrich the case studies by presenting complementary actions, according to the background and specific position of each one participant (for instance, what should be done from a trade union viewpoint , from a HR manager, a counsellor...)

The third part of the workshop will be dedicated to build and present its own case studies, from the own participants' experiences, and following the same method proposed in the training:

For the definition of a case study see Irivs'training page 39

Module 6 – The Di&Di method is focused on competences : approach, method and tools

Content : This module will develop the second side of Di&diProject : the “competences based approach” for a wide recognition of various competences gained throughout the migratory path. This module’s aim is to make participants aware of the necessity to take in account this diversity, from the already shared competences approach.

Methodology : Starting by explaining what does the “competences based approach” mean regarding discrimination and diversity issues, by giving examples of best practices, the module will then encourage participants to share their own experiences and thoughts on what do “competences” mean in their daily practices.

Sources – to complete:

Source: Enda Europe except parts mentioned from irivs’ D&Di training

- ❖ Autremonde & iriv et allii, (2010-2012), *Migrapass, a portfolio and a companion for migrants* a Leonardo da Vinci project in 5 countries (France, Austria, Bulgaria, Spain, UK) www.migrapass.eu
- ❖ Lucides’project (in France) supported by the European Fund Equal <http://www.lucide-contre-toutes-les-discriminations.org>

1. Approach

Di&Ds' approach on discrimination and diversity issues is based on valuing and reinforcing persons' competences. In this regard, prevention on discrimination practices (Modules 4 & 6) is considered as a stage to achieve the completion's broader aim: "an empowerment path in the hosting countries" for low qualified women and young graduates with migration background.

The emphasis on competences is quite widespread and become the object of consensus for actors involved in diversity and discrimination issues. It is well recognized in several EU countries today that focusing strictly on competences is one of the best way to fight against discrimination risks on the labour market.

The less people take into account competences to access to work (including trainings, counselling, and recruitment), the more they will focus on physical and psychological aspects. In this case, it reinforces discrimination.

At the EU level, this based competences approach is also shared.

2. Method and tools' examples

In discrimination situations (see module 3), there is a gap between theory and practice. We must strictly focus on competences but what does it mean and how does it work?

What does it mean?

For professionals in charge of recruitment and training, it means to develop methods and tools to make processes of recruitment as impartial as possible, by formalizing very precisely the different kind of competences required for specific jobs and following it rigorously by analysing CVs and conducting interviews with candidates.

How does it work?

For years many, firms have developed their own tools thanks to a collaboration between professionals in charge of diversity and Human Resources managers. First of them have also to check whether HR managers applied effectively these tools in their daily practices. These tools consist essentially on tables collecting all competences needed for the job with a coefficient for each kind of competences according to its importance for the job. They have also been developed through European programmes addressed to all actors of employment. The main advantage and argument for this method is that it is closed to actual recruiters' practices and could help them to improve their tools to recruit without discrimination.

On public and potential employees' viewpoint, same methods are developed by organizations, which propose coaching for young people on valuing their competences in CVs and interviews.

Examples of tools

➤ **Presentation of “Lucide programme” (European programme) as an example of the “competences based approach”**

LUCIDE means “Lutter contre les Inégalités et toutes les discriminations ensemble” (in English, “Lucide” means “AWARE” and the detailed acronym is: Struggling against inequalities and all discriminations together).

Supported by the European Fund Equal, the projects aims 1. To raise awareness of all actors of the territory on the extent of discrimination practices and 2. To engage these actors on concrete transformations by providing them useful tools. Regarding the employment field in particular, Lucides’ objective consists in accompanying small firms to improve their recruitment and intern mobility practices in a non discriminatory way. In order so, two axes of work are promoted: the focus on competences and the control of stereotypes. For the first axe, a guide has been created to assist small firms to put into practice this “competences based approach”.

One limit of this “competences based” initiative to fight against discrimination is that it doesn’t really contribute to a change of representation of what are competences from a quite restrictive way, based on typical profiles all following more or less the same career to a broader recognition of competences and profiles” diversity.

The portfolio Migrapass is a typical example of this alternative approach which is at the heart of Di&Di method. In fact, it will aim to formalize all the competences gained along the migratory path and the migration experience, as a basis for those competences.

For the detailed description of the Portfolio see IRIVs’ training p. 43

➤ **Best practices**

Like in other parts of the training and mentoring, partners are invited to collect best practices specifically based on this “competences approach” and aiming target groups (Young graduate and low qualified women) in different EU countries. The general method to identify and present a “best practice” is the same as the one exposed in the training from IRIV:

See the Module 4 of the training p. 28.

Taking into account these different questions, and national or local contexts, the best way to define a best/good practice, as far as the Di&Di project is concerned, is to select any kind of practical project or initiative which allowed to overcome any project/initiative implemented on a local or national level that might enhance diversity by struggling against discrimination and by focusing on competences of audiences.

Module 7 - Towards an action plan on diversity and discrimination issues targeted to low qualified women and young graduate with a migratory background and inspired from Di&Di method

Content

- 1.Examples of best practices from the group of professionals concerned and further methods experimented in EU (based on the collection already done by partners).
- 2.Framework and basic orientations in order to set up action plans taking into account the professional contexts regarding the target groups.
- 3.Collective workshop to set up a real action plan based on the examples and methodology learned.

Methodology proposed

Based on best practices selected for previous modules, and programmes experimented by partners throughout UE, the aim of this module and the followings is to accompany groups of professionals to set up an action plan combining the competences based approach (diversity) and prevention against discrimination, by taking into account specificities of their professional contexts and their position toward the target groups.

Sources

- ❖ For employers, HR managers and social partners

CFDT, Trade Unions' practices against ethnic discriminations, Synthesis, 2013

Available on http://www.cfdt.fr/upload/docs/application/pdf/2014-01/synthese_pratiques_synd_discriminations.pdf

Examples of good practices on discrimination in big and small firms.

Available on: <http://www.charte-diversite.com/>

« Testing » results on ethnic discriminations in the firm « Casino » (2008)

Available on <http://www.groupe-casino.fr/IMG/testing.pdf>

- ❖ For trainers, tutors, counsellors

Autremonde & iriv et alii, (2010-2012), *Migrapass, a portfolio and a companion for migrants* a Leonardo da Vinci project in 5 countries (France, Austria, Bulgaria, Spain, UK)
www.migrapass.eu

Iriv, *Médiateur interculturel: un métier, des compétences*, iriv, Paris, 2009

USGM et alii, TIPS (2007-2009), *T.I.P.S. - T-learning to Improve Professional Skills for Intercultural dialogue*, a Leonardo da Vinci project in 5 countries (Italy, Austria, France, Greece & Poland)

Inholland University et alii, (2011-2014), *Alline- Access to Lifelong Learning in Higher Education for All*, an Erasmus project in 8 countries (Netherlands, Denmark, Finland, France, Romania, Slovenia and UK + South Korea)

Introduction

As for the training, this session will be dedicated to build up concrete actions' plans for professionals, on the basis of law (legal frameworks) and practices (case studies and best practices). To cultivate the multistakeholders spirit and methodology, each group of professionals will be gathered according their professional environment but will also be asked to share main orientations for their action plans with other groups. For instance, representatives of small and medium sized firms and social partners will be gathered together, while tutors, counsellors and trainers will belong to another group. Nevertheless, strategies of each groups will have to be coherent (See Module 8).

A **first step** of the sessions will consist in sharing collectively lessons learned from anti-discrimination/pro-diversity practices:

Among successful stories, what are the success 'reasons in terms of intern and extern partnerships?

What are the traps to avoid?

How difficulties have been overcome? Thanks to which means for which results?

Lessons learned and results from this brainstorming would be classified in different issues as basis for building action plans.

Main issues would be:

❖ **First step: Assessing external and internal (within organizations) environment.**

As seen in previous modules, situations of different organizations regarding diversity/discrimination issues vary a lot, depending of the national legal framework but also of the degree and form of involvement of firms within a same country.

This is why the first thing to do is to assess the degree of involvement of overall firms through formal engagements (signature of Diversity charters, internal agreements with social partners for instance) but also through concrete practices of recruitment and professional mobility. If information are not available in the organization itself (Activities report, intern website), reports and inquiries are sometimes available by national agencies and NGOs.

For organizations already well advanced in non-discrimination/diversity field, it would be possible to develop more specific thoughts and actions regarding target groups (young graduates and low qualified women).

For organizations less or not committed at all, but willing to more involve themselves, it now exists at national and European levels a lot of resources on how to impulse engagement and concrete actions to promote diversity and to struggle against discrimination through different formalized steps to follow. Resource centers (private and public) should be identified for each country.

- ❖ In France, *Le Défenseur des Droits* provides a lot of guides and pieces of advice to assist firms to develop anti-discrimination strategies, and, on private initiatives side,

structures as IMS also guide many firms according their side and business sectors (www.imsentreprendre.com).

Experts from these different structures underline that one very important aspect is to insure that pro-diversity approach is shared with all stakeholders within the firms, and to avoid to restrict it to the “Human Resources business”.

❖ **2nd step: Understanding/Identifying and informing about the situation of target groups (graduate youngster and low qualified women) according different types of structures.**

As seen in the previous module, one other important “risk” and critics about “diversity approaches” as developed by enterprises consists in their non-effectiveness. Indeed, enquiries done in the frame of the project “Diversité Plus” show that discourses or training on diversity within HR departments are very often quite general. They rarely refer to legal aspects, nor to concrete practices. This is partly explained by the fact that legal framework is often perceived as negative and restricted in private sector. The Law is also sometimes presented by representatives of enterprises as a limit for developing concrete practices.

In France for example, the legal ban to use ethnic indicators to identify persons with migratory background is often perceived and presented in the private sector as a limit to struggle concretely against discrimination practices.

But if positive discrimination is forbidden, it is possible to develop information and training for employees on situations of groups potentially discriminated in the labour market, as Di&Di’s two target groups, in order to improve non-discriminatory practices at recruitment stage and beyond. As underlined by many studies on discrimination causes, the source of discrimination is mainly the aggregation of prejudices on specific groups through medias, political discourses and so on. Then, sessions of information and training including both legal obligations on discrimination and updated information on real difficulties and potential of unknown groups of society (target groups) could be very helpful to reduce prejudices. Again, it exists many organisations providing such trainings, on intercultural relationships for instance, but they are rarely focused on concrete situations of people and, then are considered as general and too abstract.

Innovative issues and forms of trainings should be developed and not restricted to Human resources managers, as it is mainly the case today. For instance, trainings on the “change of status” issue, detailing constraints and advantages of recruiting young graduate with migratory background, could be seen more concrete for employees, regarding their overall personal and professional experience.

❖ **3rd step: Identifying and building partnerships around concrete actions to promote empowerment of target groups.**

Many initiatives have been developed these last years by enterprises and other actors in the frame of their social responsibilities to promote involvement of their employees in their company and in the society as well. For instance, sponsorships and mentorings' actions have increased, based on the good will of employees. Such initiatives could be addressed more specifically to graduate migrants and low qualified women, both with migratory background, as a support for building their professional projects and careers.

In many European countries, there are non-profit structures, experts in accompanying such kind of mentoring between, on one hand, enterprises (big and small) and groups of jobseekers.

But target groups are not specifically young graduates and low qualified women, both with migratory background. In most cases, people are identified and selected according their social conditions of life (low), their educational background and/or the places where they are living. It is clearly a limit of this approach of mentoring, because it is today known that also people with higher level of education are facing discrimination.

Nevertheless, past experiences have shown that these structures are interested by extending and diversifying their target groups and develop new tools adapted to target groups 'needs and expectations. This is the reason why the role of these intermediary structures, as the one of counsellors, is a strategic aspect.

❖ **In France** examples of such partnership are (document for other countries) :

Association AFIP (In French: Association Pour Favoriser l'Insertion Professionnelle; in English: Association to Improve Professional Insertion). As non-profit association, AFIP aims at both:

- Promoting professional insertion of young graduates from minorities or low social neighbourhood through different measures of coaching.
- Informing and raising awareness among firms about diversity issues regarding both their economic development and their social engagement, though mentorships of young graduates and trainings.
- Knowing more about AFIPs' activities: <http://afip-asso.org>

Approach and tools of such organizations could inspire both representatives of firms and social partners to develop those activities in their own firms, but also tutors and counsellors for job seekers to develop tools taking into account specific needs of young graduates and low qualified women, both with migratory backgrounds.

There is also numerous associations of young graduates and low qualified women, both migrants, working on professional insertion as well, which are potential partners to further develop partnerships and mentorships with firms.

For France, lists of these organizations are in part available by IRIV (through the **project Migratrices**) and Enda Europe (through the initiative **Jedi**: jedi.enda-europe.org).

In overall, this part of the module will be dedicated to present and discuss different kind of partnerships based on existing experiences, in order to develop similar partnerships in different kind of organizations.

Module 8 – SWOT analysis (critical approach)

Source : iriv- Di&Di- training (Module 8 p. 49)

Module 9 – Cultivating the lifelong learning spirit on diversity and discrimination issues through networking at different levels : Some examples

- **European Network against Racism** (<http://www.enar-eu.org/>)

ENAR is the only pan-European anti-racist network that combines advocacy for racial equality and facilitating cooperation among civil society anti-racist actors in Europe. The organisation was set up in 1998 by grassroots activists on a mission to achieve legal changes at European level and make decisive progress towards racial equality in all EU Member States.

- **EUROPEAN ANTI-DISCRIMINATION LEGAL NETWORK**
(<http://www.migpolgroup.com/anti-discrimination-equality/european-anti-discrimination-legal-network/>)

The Migration Policy Group and Human European Consultancy have established and manage a Network of independent legal experts in the non-discrimination field that provides independent information and advice on the implementation of the Article 19 TFEU anti-discrimination Directives in all 27 Member States. In addition to the EU Member States, the candidate countries Turkey, Croatia and the Former Yugoslav Republic of Macedonia and the EFTA countries Iceland, Liechtenstein and Norway are also part of the Network.

- **Equinet, le Réseau européen des organismes d'égalité**
(<http://www.equineteurope.org/>)

Equinet, the European Network of Equality Bodies, brings together 41 organizations from 31 European countries, which are empowered to counteract discrimination as national equality bodies across the range of grounds including age, disability, gender, race or ethnic origin, religion or belief, and sexual orientation.

European network of cities for local integration policies for migrants (CLIP)

<http://www.eurofound.europa.eu/areas/populationandsociety/clipabout.htm>

CLIP is a network of 30 European cities working together to support the social and economic integration of migrants. The CLIP network composition is threefold. It operates under the aegis of a number of European organisations; it comprises a network of European cities and is supported by a group of specialist European research centres.

Sources – Literature and useful websites (to complete for other countries)

Please indicate all the references you might find useful as far as your country is concerned and/or a European level

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