



Beyond Diversity

UK Desk Research:

Scenario of Indicators that can generate conflicts in SMEs

WP 2: Diagnosis of conflict's typology, their sources and ways of solution in SMEs sector

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The information and sources should not be relied upon as factual and all information as to the authenticity of facts should be checked prior to be acted upon. Its content assumes the words "migrant and immigrant" to indicate someone legally able to reside, visit or work within the UK.

It should also be noted that much of the legislation and rights/responsibilities that immigrants have in the UK are not specific to immigrants and they form part of the structures and systems that are available to the "general population".

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INTRODUCTION:

We understand that moving to a new country is a stressful and often difficult experience for many people and an aid to deal with all of the initial necessary legal and domestic arrangements you and your family will need to make when starting your new life here in the UK. Training in cultural diversity remains a major component of an overall inclusion and diversity strategy. Training provides the informative skills and knowledge to help people or members of a team restructure their behaviour trends. It is fundamentally important that creating and sustaining change creates a more sustainable diverse, inclusive and productive organisation. Diversity training must be adaptable enough to meet the requirements and necessities of today's working environments.

- Complementing the cultural diversity between people, such as culture, beliefs, orientation and language there are many variations in the way that societies organise themselves, in their shared perception and conception of morality, and their interaction within their own environment.
- It could be argued that the holistic theory of cultural diversity is merely incidental remodelling patterns of human migration or representation of evolutionary tendencies key to the existence of mankind.
- Through the analogy with biodiversity, considered an essential factor to the long-term survival of life, it can be claimed with some certainty that cultural diversity may be vital for the long-term survival of humanity and preservation of indigenous cultures and organic conservation of species and ecosystems to life in general.
- Cultural diversity is a driver for development, not merely in respect of economic growth, but also as a vehicle to leading a more intellectual, emotional, multi-ethical purpose and spiritual life.
- Academically, cultural diversity provides a concrete foundation and promotion of indispensability in the reduction of poverty and the gains for sustainable development.

Through the acceptance and innovative use of media and ICT - cultural diversity in particular, is conducive to dialogue among civilisations and cultures, that share a common respect and mutual understanding.

Part 1 of this report is concerned with all of essential legal requirements for you to live and work in this country.

Part 2 is about helping you to fit in with the local community and your personal and professional development.

Part 3 relates to Social integration of migrants and immigrants

Part 4 Migration trends & UK National statistics.

LEGAL REQUIREMENTS:

WORK VISAS TO THE UK – THE TIER SYSTEM

With Europe at its doorstep and a large domestic market, the UK immigration program offers a gateway for thousands of applicants seeking a European experience. The different categories of UK Work visas are designed to attract professionals from all industries to occupy key positions. Many UK Work visa categories allow for extended visa options which can lead to permanent residence.

The Points-Based System (PBS)

The Points Based System (PBS) is a system for managing migration for those wishing to enter the UK for work or study.

Tier System

Migrant of the Points Based System was launched for foreign nationals living in the UK on 29 February 2008 and replaced the Highly Skilled Migrant Programme (HSMP). On 30 June 2008 three additional sub-tiers were rolled-out and the programme was extended to include applicants' resident overseas.

Full information about the points-based system and a self assessment calculator is available on the UK Border Agency website.

The following new guidance is now available for applicants who are resident outside the United Kingdom.

Check your eligibility at www.ukvisas.gov.uk/en/howtoapply/ or www.migrationexpert.com

Tier 1

Tier 1 visa immigration scheme is part of the new points based system for employment-based immigration. Tier 1 visas are for highly skilled migrants, entrepreneurs, investors, and foreign graduates of UK educational institutions. The Tier 1 has replaced the schemes that cover these immigration categories as of early 2008. Tier 1 is designed to attract top talent from outside the European Union who can contribute the most to the UK economy.

Migrants coming to the UK under Tier 1 visas do not need a job offer or a sponsor and are free to seek employment anywhere in the UK. A person must successfully score 75 points under a points based system to come to the UK under Tier 1. Migrants who are successfully granted leave in the UK under Tier 1 can stay for three years. After three years, a migrant can renew their Tier 1 visa.

Tier 1 is meant for a variety of highly skilled individuals and is broken up into a number of sub-categories: General Highly Skilled Migrants

The General Highly Skilled Migrants sub-category -- also known as Tier 1 (General) - is for highly educated and highly skilled migrants who can score enough points on their qualifications, previous earnings, age, and UK experience. Use our Tier 1 General Highly Skilled Migrants points calculator to assess your chances of success.

Tier 2

Tier 2 was implemented on 27 November 2008 and offers an entry route into the United Kingdom for skilled workers who are citizens of countries outside of the European Economic Area. In all cases people applying for entry under this scheme MUST be in possession of a JOB OFFER and fulfill other requirements as detailed for the different categories. Tier 2 has four categories:

- **General:** for people coming to the United Kingdom with a job offer to fill a gap that cannot be filled by a settled worker which may or may not be on the Shortage Occupation List +
- **Intra Company Transfers:** for employees of multi-national companies who are being transferred by an overseas employer to a skilled job in a UK-based branch of the organisation +
- **Sports People:** for elite sportspeople and coaches whose employment will make a significant contribution to the development of their sport at the highest level *
- **Ministers of Religion:** for those people coming to fill a vacancy as a Minister of Religion, Missionary or Member of a Religious Order *

- To qualify for inclusion under the General and Intra Company Transfer categories of Tier 2, a job must require a skill level of S/NVQ level 3 or above as indicated in the codes of practice relevant to the sector and to the job
- Ministers of religion and sports people on temporary assignment should apply for entry under Tier 5 for Temporary Workers

Tier 2 replaced the UK Work Permits scheme. People wanting to extend their leave to remain in the UK who were initially granted leave under the Work Permit scheme are allowed to switch into Tier 2. For a complete list of categories eligible to switch please see Tier 2 - Switching from another scheme.

If you do not have a job offer and can be categorised as highly skilled then Tier 1 (General) for Highly Skilled Migrants may offer an appropriate route of entry to the UK

Tier 3 Visa Overview

Under the new points based system, employment-based immigration will be broken into five tiers. Tier 3 encompasses unskilled, temporary migration for employment that is largely seasonal in nature.

Tier 3 was designed to replace schemes such as the current Seasonal Agricultural Workers Scheme (SAWS) and the Sectors Based Scheme (SBS). However, the UK government recently stated that Tier 3 would be suspended from implementation for an indefinite period of time.

The United Kingdom feels that it can source employees from within the European Union to meet the labor demands of employers that hire unskilled, seasonal labor. The government has recently started earmarking programs such as SAWS and SBS for nationals of Bulgaria and Romania, who have had temporary labor restrictions placed on both of their nations upon their accession to the European Union in 2007.

The changes to SAWS and the SBS have drawn criticism from key stakeholders such as the agricultural industry. Employers feel that they cannot meet labor demands with only EU migrant workers. If this is true, expect to see Tier 3 to become a reality in the future.

Tier 4 Visa Overview

The United Kingdom's upcoming new points based system, broken into five tiers covering highly skilled migrants to unskilled workers, will also include Tier 4 for international students.

Students coming to the UK under a Tier 4 visa will require a university or other qualified UK educational institution to sponsor them. They will also need to score enough points to be accepted as an international student in the UK. How the points system for students will work has not been decided yet.

The current system grants visas for an initial period of one year, which may or may not change under the tiered system. Foreign students have been historically allowed to work -- 20 hours while school is in session and 40 hours during holidays.

Tier 4 for international students is expected to go into effect at the beginning of 2009.

International students also have special immigration options available to them upon graduation under the new points based system. Once a student graduates from an eligible UK educational institution, they can apply for a Tier 1 visa under the Post-Study Work sub-category. This will allow international graduates to remain in the UK for two years. Once completing their period under Post-Study Work, a graduate can move into another sub-category or tier.

TIER 5 (YOUTH MOBILITY SCHEME)

The Youth Mobility Scheme allows 18 – 30 year old from participating countries a once in a lifetime opportunity to work and experience life in the UK for up to two (2) years

TIER 5 (TEMPORARY WORKERS)

The Tier 5 visa category includes a range of visas which allow workers to live and work temporarily in the UK

EEA ASSOCIATION AGREEMENT (BULGARIAN AND ROMANIAN NATIONALS)

The EEA Association Agreement is designed to allow Bulgarian and Romanian nationals to work for a UK employer or start their own business in the UK

DOMESTIC WORKERS

A Domestic Workers visa allows those who are employed as domestics in a private household to accompany their employer when they visit or move to the UK

WORKER REGISTRATION SCHEME

The Worker Registration Scheme is designed for Accession 8 nationals who wish to work in the UK for more than one (1) month

SOLE REPRESENTATIVE

A Sole Representative permit allows a representative of an overseas company to set up a branch or subsidiary of the company in the UK

HOUSING:

MIGRANT'S RIGHT TO HOUSING

Migrant Workers

If you have a National Insurance number, you have a right to be in the UK and are registered on the Workers Registration Scheme you may go on the housing register and may be entitled to Housing Benefit, Council Tax Benefit and to apply as Homeless. Once the 12 months uninterrupted work has been completed, they will no longer be required to register as a worker, and they will have equal rights as others. In all cases there is no preferential treatment and will need to be assessed in the same way as anyone else who applies.

Illegal Immigrants Are not entitled to housing.

Asylum Seekers Are not entitled to housing. They are housed through NASS or privately.

BENEFITS FOR MIGRANT WORKERS

Note: "A8" are the eight accession countries that joined the European Union in 2004 including Polish, Lithuanians, Latvians, Estonians, Hungarians, Czechs, Slovenians and Slovaks Depending on your residency status (EU citizen or not) there are various benefits available to help you with costs of living. A8 nationals need to have been working for a year and be registered with the Workers Registration scheme for the some of the benefits to apply:
www.migrantworker.co.uk/benefits.asp

Benefits - What about entitlement to benefits?

The rules are complicated and can be different for different groups and nationalities. Foreign nationals are not entitled to benefits when they are seeking work, unless they have already worked here and are to benefits and housing if they are self-employed here, or if they have a job and register with the Workers Registration Scheme. Once they have been working lawfully for a year they no longer have to register when changing jobs and they become eligible for benefits when temporarily out of work as well as when working.

Illegal Immigrants Are not entitled to any benefits.

Asylum Seekers Are not entitled to any benefits.

Can Migrant Workers get extra benefits e.g. for vehicles?

- Migrant Workers can get no extra benefits. You can apply for loans or grants for work vehicles but are subject to the same rules and application processes as anyone else.
- Illegal Immigrants get no benefits.

Asylum Seekers

Receive no benefits above their basic allowance.

CHILD TAX CREDIT

Only people who fulfil UK residency requirements may claim Child Tax Credit (CTC) and Working Tax Credit (WTC). To claim the Child Tax Credit and Working Tax Credit a person must be aged 16 or over and live in the UK.

Who has the right to reside in the UK?

The following groups have a right to reside in the UK when claiming CTC and Child Benefit and, depending on the full facts of their case, should be entitled to such support:

- all UK nationals and those who have a right to reside in the Common Travel Area (which covers the UK, the Republic of Ireland, the Channel Islands and the Isle of Man), by virtue of the Immigration Act 1971;
- all EEA workers legally working in the UK – there are special rules for A8 nationals.
- all work-seekers from the pre-1 May 2004 EEA Member States, Cyprus and Malta who have a reasonable chance of finding work; and third country nationals with indefinite leave to remain in the UK.

The following groups only have a right to reside in the UK when claiming CTC and Child Benefit if they have sufficient resources not to become a burden on the social assistance system of the UK:

- all A8 nationals who are looking for work including an A8 worker who loses his or her job before having worked in the UK lawfully and uninterruptedly for 12 months and is without another job for a period of more than 30 days; and all EEA (including A8) nationals who are economically inactive.

MIGRANT WORKERS – TAX AND NATIONAL INSURANCE

You may be working here legally, that is, you have permission from the UK immigration authorities (UK Border Agency) to work in the UK, or you may be working here illegally, that is, you don't have permission to work here. If you're from a European Union (EU) country, you will almost certainly have permission to work in the UK, although, you may have had to register on the Workers Registration Scheme first. The rules about your rights might be different if you come from Bulgaria or Romania.

As long as you have permission to work in the UK, you will have certain rights. If you're working in the UK illegally, or aren't sure whether you have permission to work here, you must get advice as soon as possible from an expert adviser.

Tax and national insurance contributions

Nearly all workers in the UK have to pay tax and national insurance contributions. The Government uses tax to run the country. National insurance pays for benefits when people retire or are sick or unemployed. Tax and national insurance are deducted from your wages by your employer and sent to HM Revenue and Customs (HMRC) government tax department.

The amount of tax and national insurance you pay depends on how much you earn. Your employer has to give you a pay slip which should show you what money is being taken from your wages and what this money is for. You will see how much tax and national insurance has been deducted on your pay slip. At the end of the tax year, you should get a form called a P60. This will have details of what tax and national insurance you have paid over the year. These documents are very important as you may need them to prove that you have paid your tax and national insurance.

PERSONAL INCOME TAX

Everyone has the right to earn a certain amount, before any tax is deducted. This is called a personal allowance. HMRC will send you a statement of how your tax is worked out. This is called a Notice of Coding.

Tax refunds

If you pay tax while you are in the UK but you don't work a whole year, you may be able to get a tax refund. For more information about claiming a refund after leaving your job, visit the HMRC website at: www.hmrc.gov.uk and follow the links from the Income tax page to Reclaiming tax if you've overpaid through your job.

Advice guide HMRC

If you have arrived in the UK for the first time, you need to get a form called a P86. This also applies if you have been out of the UK for some time and have come back to live and work here. You use the form to tell HMRC about your position. You can get it from the HMRC website at: www.hmrc.gov.uk.

It is used to give HMRC the information they need to make sure the right amount of tax is paid while you are in the UK.

If you are starting your first job in the UK, you will probably start to pay emergency tax until you have been given a proper tax code. This means you may pay more tax to start off with. You may also be given a temporary national insurance number.

NATIONAL INSURANCE

To pay national insurance contributions, you must have a national insurance number - a NINO. To get a national insurance number, you need to be interviewed. To arrange an interview, you can telephone the National Employment NINO application telephone number on 0845 600 0643. Or, you can ask for help from Jobcentre Plus on 0800 055 6688.

At the interview, you'll need to prove who you are (your identity) and that you have the right to work in the UK. Take along your passport and any other documents which prove your identity. These can include a national identity card, a birth certificate or a driving license. The documents must be originals. To find out which other documents you can use, contact Jobcentre Plus or look on the Department for Work and Pensions' (DWP) website at: www.dwp.gov.uk.

"Type national insurance in the search box". If you've already got a job, you should take your contract of employment with you or a letter from your employer. If you haven't got a job yet, you could take details of employment agencies you are registered with. You should apply for a national insurance number as soon as you arrive in the UK.

As long as you have applied for a number, you can start work, even if you haven't got it yet. Tell your employer you have applied for one. For more information about paying national insurance for people coming to the UK, visit HMRC's website at: www.hmrc.gov.uk.

National insurance if you go back home

If you come from another EU country and return home, the national insurance contributions you have paid in the UK can count toward benefits in your home country. This may not apply if you come from a country outside the EU.

What if you don't pay tax and national insurance?

Some employers may offer you a job without paying tax or national insurance. This is known as cash in hand and it's against the law. If your employers are breaking this law, it is very likely they will break other employment laws as well, especially those which protect workers.

It will be very hard for you to take action to get your legal rights if you aren't working legally. You should avoid this type of job.

What if your employer doesn't pass on your tax and national insurance?

Some employers deduct money from you. They say it is for tax and national insurance but don't pass it on to HMRC. You should make sure that you're getting pay slips and a P60 at the end of the tax year. These documents prove that you paid tax and national insurance. If your employer has kept the money, HMRC will investigate them. However, if you don't have your payslips and your P60, it will be hard for you to prove you have paid tax and national insurance. This may affect what benefits you can get and HMRC could chase you for unpaid tax which they say you owe. www.adviceguide.org.uk

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WHAT RIGHTS DOES A MIGRANT HAVE TO THE NATIONAL HEALTH SERVICE (NHS)?

Generally you have the right to register as an NHS patient with a doctor if you are in the UK for a settled purpose (i.e. are intending to be resident here for six months or more). If you are not residents then they are treated as private patients.

Illegal Immigrants

Cannot register as an NHS patient and will only be treated in an emergency by a hospital or a community doctor referred to as a "GP" (General Practitioner)

Asylum Seekers

Have the right to register as an NHS patient at a community surgery or medical practice in the area in which they live.

EMPLOYMENT

Employing migrants in the UK can lead to difficulties and certain checks should be made of the "status" of any potential new employee to avoid your business suffering huge financial fines.

The UK Home Office has two lists of documents, the first representing sufficient evidence on their own e.g. a valid UK passport, the second list include work permits and other official documents showing the National Insurance number (NINO) of the potential employee, plus additional documents. This includes not just the ones with foreign accents or appearances.

It is vital that employers retain copies of the documents offered and satisfy themselves that documents, signatures and photographs do look genuine relate to the applicant.

If there are any suspicions about the paperwork, alert the applicant that you need to cross-check details, initially using the Home Office help line.

(If he or she is an illegal immigrant you will soon notice an empty space where he or she was standing, and hear the sound of running footsteps as they seek a more gullible employer who may risk a £5,000 fine for not checking as closely as you have!)

Race Relations;

Employers need to be mindful of the Race Relations Act and racial discrimination of employing immigrant workers. Rejecting the possibility of employing legal immigrant workers is comparative to refusing to employ women (or men), gays (or straights), older workers (or the young), disabled and anyone else to whom secret prejudices might tilt us into seeking an alternative applicant.

SOURCES OF EMPLOYMENT INFORMATION TO MIGRANTS

THE PRESS

There are a number of options when looking for employment in the UK. Employment Agencies, Job Centres, Newspaper Adverts, Job Fairs and online, while smaller high street outlets and Supermarkets advertise vacancies directly to the public in store.

Newspapers and Trade Publications

Newspapers and trade publications are a long established place to find job vacancies. Although the volume of job advertisements might be much less than

you will find online, these publications could still have a vacancy suited to you - especially if you are looking for work in a particular area or industry.

Newspaper Classifieds

Local newspaper classifieds are a good source for local job vacancies. Most newspapers carry job advertisements in their classified ads section and some have dedicated employment supplements on a regular basis. If you are looking for general work you can often find something here. If you are seeking a more specialised job, you might find an industry publication more useful. Check your local newspaper's classified section for vacancies in your area.

Industry and Trade Publications

Industry and trade publications are a great source of specialist job vacancies. They can also be a great source for information about training and training providers. Often these publications are available free to people working in the niche industry the publication is servicing, so it is worth subscribing and having the publication delivered. It's also worth taking out a paid subscription if you have to, so that you can stay in touch with the latest news and changes within your chosen industry.

Job Fairs

Job fairs are becoming more popular as a means of finding entry level candidates.

Job fairs are a great way for candidates to meet multiple employers on the same day. You don't need to be unemployed to attend a job fair. If you are just seeking part-time work, or considering a change in employment, attending a job fair could be beneficial. Also, Jobcentre Plus holds regular job fairs to give job seekers the chance to meet and talk to employers who have vacancies available. Job seekers can pick up application forms or be interviewed at the events. Many well known employers take part in the Jobcentre Plus job fairs. These events also give employers the chance to speak with others in the same business sector.

Preparing to Attend a Job Fair

Before you attend a job fair you should do a little homework or you could end up wasting your time. At job fairs, employers tend to size up candidates quickly based on appearance and communication skills. If you attend a job fair, remember to prepare as if you are attending a regular job interview. If you check ahead of time, you can find out which employers will be attending the job fair and this might give you an advantage over other candidates if you choose to research those companies.

Online

In the UK, many employers advertise vacancies online and ask you to apply online. To keep up with the latest vacancies, you will need to:

- find ways of having access to the internet – perhaps a friend's computer, or via a Public Library or internet café.
- Learn how to search for vacancies and fill in applications online.
- Ideally, have your own email address

Jobcentre Plus

Jobcentre Plus is a government-funded employment agency and social security office that can be found in most cities, whose aim it is to help people of working age find employment in the UK. The Jobcentre Plus Offices can be found on most high streets.

Jobcentre Plus provides resources to enable job-searchers to find work, through Job-points (touch-screen computer terminals), Jobseeker Direct (telephone service) and the Jobcentre Plus website. They offer information about training opportunities for the chronically unemployed.

They administer claims for benefits such as Income Support, Incapacity Benefit, and Jobseeker's Allowance.

In the past, Jobcentre Plus helped those who were currently employed, as well as the unemployed. Now they only provide assistance to those who are unemployed and claiming benefits, though anyone can search for a job at the Jobcentre Plus website, touch screen Jobpoints or via Jobseeker Direct. Employers and employment agencies can register their vacancies online by calling Employer direct. These vacancies will be immediately listed through Jobpoints, Jobseeker Direct, and the Jobcentre Plus website. Jobcentre Plus has Britain's largest database of job vacancies. But you can also search www.direct.gov.co.uk

Both sites access the same vacancies but offer different search criteria, so you can choose the one that best suits your needs. Job Centres have also produced a job kit which provides helpful advice on finding work; it includes CV and interview tips and information to help you overcome any concerns, to help you find and get the job you're looking for.

If you have an idea for a business but don't know how to get started more information is available through the link <http://www.jobcentreguide.co.uk/>

Like wise if you want or need to retrain Jobcentre Plus can advise you on skills options. Depending on your age and qualifications you may be able to get free courses.

PRIVATE EMPLOYMENT AGENCIES

Employment Agencies

There are many types of employment agencies, most specialising in a particular industry or sector. Registering with an agency can help you find vacancies that are not advertised directly by employers. This is especially true of large companies that outsource the pre-selection of candidates to recruitment consultants. Most recruitment Agencies have their own web site, so if you live in London but wish to relocate and work in Warwickshire, online searching can really help you secure an appointment without necessarily having to travel to the location to seek work.

Tips for Registering with Agencies

Registering is easy; you either contact the agency directly or apply for one of their advertised vacancies. It is perfectly fine to register with more than one agency, but try to limit the number to prevent your CV being shown to the same employer by more than one agency - this can have a negative impact on your application. Sometimes you will need to potential jobs for you. Unfortunately, some agencies are more interested in building up their candidate databases than anything else. Remember, the idea is to use the agency to find the right kind of job for you, so do not let them talk you in to applying for jobs you do not wish to take or are not qualified for, just so the agency can earn their fees.

Temporary Staffing Agencies

Temporary staffing agencies usually focus on low paid temporary jobs, such as casual seasonal vacancies or manual labour shift work. These jobs usually pay little if anything more than the national minimum wage, but are flexible. These types of agencies are used by people with little or no qualifications or by students looking for temporary work between studies. Often, a person who registers with a temporary staffing agency can be working within a few days.

Recruitment Consultants and Agencies

Recruitment consultants tend to focus on professional level vacancies and will work with employers to find candidates suitable for specific vacancies and it's common for consultants to focus on specialist skill areas such as IT, healthcare, or engineering. A consultant will often try to get a candidate a higher salary from the employer, because their fees are usually based on a percentage of the candidate first year salary. Experienced consultants have a lot of knowledge about the industry they are recruiting for and this can be an advantage to both the employer and the candidate as it will help them match the best candidates for a vacancy.

Replying to advertised jobs

How to Prepare and Write a Good Response to a Job Advertisement So many people are in such a rush to get their application off in the post that they forget the basic principles of good presentation. Some will use poor quality small sheets of notepaper. Others will handwrite their application, which is not a bad thing in itself, but if the quality of your handwriting isn't of a high standard, then you would be wise to use a PC or, at least a typewriter. Nothing puts an employer off more than ineligible handwriting.

In fact, if you have a PC or typewriter or have access to one, you should always type any job application you make, unless specifically asked to apply in your own handwriting in the advertisement.

You should stick to no more than one side of A4 paper as a rule and always refer back to the advertisement. Pay close attention to the skills and personal qualities which the employer is looking for and use sections of the letter to demonstrate how you possess those skills and qualities citing some examples from any previous employment.

You can find companies online who will supply you with a letter template for as little as £2.99. Companies such as letter expert will guide you through the process if you feel unconfident about a specific application.

YOUR ACCESS TO EMPLOYMENT

If you're from a European Union country, you will almost certainly have permission to work in the UK, although you may have had to register on the Workers Registration Scheme first. The rules about your rights might be different if you come from Bulgaria or Romania.

Your rights at work

Workers have rights because there are laws about how the person you work for (your employer) is allowed to treat you. There are things you can do if your employer breaks the law. However, if you're a migrant worker and you try to sort out a problem at work, you're more likely to be at risk than other workers of losing your job, any accommodation which goes with it and even your right to stay in the UK. The rights explained in here might not be the only rights you have. To find out more, you should get advice.

The right to a minimum wage

There are rules about how much an hour your employer must pay you. The very least they must pay you is an amount called the National Minimum Wage (NMW). This will depend on your age. If you are doing agricultural work, for example, crop or fruit picking, the rules about how much you should get are slightly different from other types of job.

Your employer must give you a pay-slip, telling you how much you have been paid. You might find that your employer takes money from your wages for things

like your accommodation, meals, training, the cost of travel to work, or the cost of travel to the UK. They might also be taking money from your wages to pay off the costs of arranging the job for you. There are rules about how much money your employer can take from your wages to pay for things like these, and there is a set amount of money below which your wages must not go. There is a maximum amount for accommodation which can be taken into account when calculating whether you are getting the NMW. If your employer is taking money from your wages for accommodation or training, they can only do this if you have agreed to it in writing. But even if you have agreed to this, your employer is not allowed to pay you less than the NMW. If you think you aren't being paid all the money you are owed, you should get advice.

If you think you are being paid less than the NMW, you can also report this to the National Minimum Wage Helpline on: 0845 600 0678. You don't have to give your name if you don't want to. If you find it hard to speak English, you should ask an adviser or someone else you trust to speak to the Helpline for you.

The right to work a maximum number of hours a week.

There are rules about the number of hours you are allowed to work in a week. You should not have to work more than 48 hours a week, unless you have agreed this with your employer in writing. You cannot be forced to work more than 48 hours a week. You also have the right to a break during the working day and days off during the week. There are special rules for people doing agricultural work. If you think you're working longer hours than you should be, you should get advice – see below

The right to paid holiday

You have the right to take paid holiday from work. If you work five days a week, you have the right to 28 days' paid holiday a year. If you aren't given holidays from work, or aren't paid for your holidays, you should get advice – see below

The right to health and safety protection your employer must make sure that the place where you work is safe for you to work in. This means that they must make sure you can do your job in a way which won't injure you or make you ill, and that you understand the safety rules. If you think your workplace isn't safe to work in, you should get advice – see below

Parental rights at work

Most women who work have the right to take time off work to have a baby. This is called maternity leave. However, not all workers have this right. Some employers say you don't have the right to take maternity leave when you do. If your employer says you don't have this right, you should get advice– see below

You can take up to 52 weeks' maternity leave. However, only certain women can get paid maternity leave. To check whether you can get paid maternity leave, you should get advice – see below

The right to be protected from discrimination

All workers in the UK have the right to be protected from discrimination by their employer. This includes discrimination because of your race, nationality or national origins, sex, sexuality, disability, age, religion or belief.

The right to leave your job

You must be allowed to leave your job if you no longer want to work there. No one, including your employer, can stop you from doing this. Some migrant workers are not allowed by the UK Border Agency to find other work if they leave the job they came to the UK to do or are sacked. You may have to wait until the Home Office has sorted out your paperwork before you can get another job. If you've left your job or are sacked and aren't sure whether you are allowed to get another one, you should get advice.

www.adviceguide.org.uk

If you want to leave the UK before the date that you've agreed with the person you work for, you may find that you can't change the date of travel on your plane ticket. This may happen if your travel to the UK has been paid by someone else such as an agency. If you are in this situation, you should get advice – see below

Your employer holds onto your passport

Your employer or employment agency is not allowed to hold onto your passport or any of your other official documents for any longer than a day. If your employer is holding onto your passport without your agreement, they could be breaking the law. If they won't give your passport back to you when you ask for it, you should get advice – see below

You may have come to work in the UK because an employment agency found work for you. Sometimes employment agencies don't tell you the truth about the work they have found for you. You may find that you are not being paid as much as you expected, or the working conditions are not as good as you were led to believe. If you think an employment agency hasn't told you the truth about your job, you may be able to complain to the Employment Agency Standards Inspectorate (EASI) by phoning 0845 955 5105. However, you can only do this if the agency has offices in the UK. If the agency doesn't have a UK office, there's usually nothing you can do.

You may work in the UK for a gang master. A gang master is someone who organises work for people, for example, on farms, in hotels, restaurants, or hospitals or on building sites. If you are having problems with your gang master, you can report them to the Gang masters Licensing Authority (GLA) on 0845 602 5020 or by email to: intelligence@glg.gsi.gov.uk.

But you should get advice first.

FURTHER HELP

Citizens Advice Bureau

Citizens Advice Bureaux give free, confidential, impartial and independent advice to help you solve problems. To find your nearest CAB, including those that give advice by e-mail, click on nearest CAB, or look under C in your phone book.

For more information, follow the link as these topics are covered by the Citizens Advice Bureau

- Accidents at work
- Age discrimination at work
- Changes to employment contracts
- Children and employment
- Employer withholds your pay
- Holidays and holiday pay
- Information for small employers
- Notice of dismissal at work
- Redundancy
- Rest breaks at work
- Rights of working fathers
- Sex discrimination and sexual harassment at work
- Sickness at work
- Time off work
- Working hours
- What can I do if my employer treats me unfairly because of my race?
- What can I do if my employer treats me unfairly because of my religion or belief?
- What can I do if my employer treats me unfairly because of my sexuality?
- Young people and employment

The Trades Union Congress (TUC)

You can get information on employment rights for migrant workers on the TUC's website. It has been translated into a number of languages. Visit www.tuc.org.uk/international and go to the section on Migration. There is also a website in Polish at www.pracawbrytanii.eu and in Portuguese at: www.trabalharnoreinounido.org.

The Department for Environment, Food and Rural Affairs (DEFRA)

DEFRA has information for agricultural workers in England and Wales on the Farming page of its website at www.defra.gov.uk/farm/working/employees/index.htm

Department for Business, Enterprise and Regulatory Reform (BERR)

BERR produces leaflets on employment rights for migrant workers in a number of different languages. They are available at www.berr.gov.uk/employment/migrant-workers/index.html

UK Border Agency

For more information about the rights of Bulgarian and Romanian migrant workers, visit the UK Border Agency website at www.bia.homeoffice.gov.uk
Go to Working in the UK and then to 'For European citizens'.

SOCIAL & CULTURAL ISSUES

MEETING AND GREETING – DO'S AND DON'T'S

How to greet someone

English people are quite reserved when greeting one another. A greeting can be a bright 'Hello' 'Hi' or 'Good morning', when you arrive at work.

Terms of Endearment - Names we may call you

You may be called by many different 'affectionate' names, according to which part of the England you are visiting. Do not be offended, this is quite normal. For example, you may be called dear, dearie, flower, love, chick, chuck, me duck, me duckie, mate, guv, son, ma'am, madam, miss or sir according to your sex, age and location.

Do....

- stand in line ("queue")
- take your hat off when you go indoors (men only)
- say "Excuse Me" if you cough or sneeze
- pay for drink in bars as soon as you are served at the bar
- say "Please" if you want someone to do something for you, or give something to you
- say "Thank you" when people do something for you or give something to you
- shake hands when you are first introduced to someone
- say "sorry" if you accidentally bump into someone,
- Smile!
- Drive on the left side of the road
- Open doors for other people
- Smile!

Don't:

- greet people with a kiss or a hug unless you know them well
- talk loudly in public
- stare at anyone in public
- ask a lady her age

In Business

A day in the life of every business person is made up of a series of meetings and greetings.

Not everyone wants to be addressed informally on the initial encounter so it is safer to remain formal throughout your first meeting with people. Your goal within the first few minutes of meeting other people is to make them feel comfortable and to put them ease so they will want to do business with you. When you are confident of the rules for those critical initial encounters, you will have a solid start for long-term profitable relationships

Whether you are making the initial contact with a client or a colleague, you want to get off on the right foot. So.....

- Stand up when you meet someone.
- Smile.
- Make eye contact.
- Introduce yourself immediately.
- Offer a firm handshake.
- Pay attention to names when you meet people.
- Use first names of people whom you have just met only after they give you permission.

Time

British people place considerable value on punctuality. If you agree to meet friends at three o'clock, you can bet that they'll be there just after three. Since Britons are so time conscious, the pace of life may seem very rushed. In Britain, people make great effort to arrive on time. It is often considered impolite to arrive even a few minutes late. If you are unable to keep an appointment, it is expected that you telephone the person you are meeting to let them know. Some general tips follow.

You should arrive:

- • At the exact time specified – for dinner, lunch, or appointments with professors, doctors, and other professionals.
- Any time during the hours specified for teas, receptions, and cocktail parties.
- A few minutes early: for public meetings, plays, concerts, movies, sporting events, classes, church services, and weddings.
- If you are invited to someone's house for dinner at half past seven, they will expect you to be there on the dot. An invitation might state "7.30 for 8", in which case you should arrive no later than 7.50. However, if an invitation says "sharp", you should arrive absolutely on time.

Invitations

"Drop in anytime" and "come see me soon" are idioms often used in social settings but seldom meant to be taken literally. It is wise to telephone before visiting someone at home.

If you receive a written invitation to an event that says "RSVP", you should respond to let the person who sent the invitation know whether or not you plan to attend.

Never accept an invitation unless you really plan to go. You may refuse by saying, "Thank you for inviting me, but I will not be able to come." If, after accepting, you are unable to attend, be sure to tell those expecting you as far in advance as possible that you will not be there. Although it is not necessarily expected that you give a gift to your host, it is considered polite to do so, especially if you have been invited for a meal. Flowers, chocolate, or a small gift are all appropriate. A thank-you note or telephone call after the visit is also considered polite and is an appropriate means to express your appreciation for the invitation.

Dress

Everyday dress is appropriate for most visits to peoples' homes. You may want to dress more formally when attending a holiday dinner or cultural event, such as a concert or theatre performance.

Introduction and Greeting

It is proper to shake hands with everyone to whom you are introduced, both men and women. An appropriate response to an introduction is "Pleased to meet you". If you want to introduce yourself to someone, extend you hand for a handshake and say "Hello, I am...." Hugging is only for friends.

Dining

When you accept a dinner invitation, tell your host politely if you have any dietary restrictions because o, He or she will want to plan a meal that you can enjoy. The evening meal is the main meal of the day in most parts of Britain. Food may be served in one of several ways: "family style," by passing the serving plates from one to another around the dining table; "buffet style," with guests serving themselves at the buffet; and "serving style," with the host filling each plate and passing it to each person. Guests usually wait until everyone at their table has been served before they begin to eat. Food is eaten with a knife and fork and dessert with a spoon and fork.

EDUCATION AND VOCATIONAL TRAINING IN THE UK – AN OVERVIEW

Attendance at school for children aged between 5 and 16 is compulsory, and free of charge. Pre-school education is optional for 3-5 year old. This is available at nursery schools, nursery classes in primary schools, day nurseries and playgroups. Childcare for infants (0-3) must be arranged with properly registered organisations or individuals. A list of approved childminders and crèche can usually be found on local municipality websites.

Primary schools are responsible for children from 5 -11 years.

Secondary schools are responsible for 12-16 year old, and include:

- Comprehensive schools
- Grammar Schools
- Specialist academies (for technology or performing arts for example)

Grammar schools and some academies have selective entry requirements – usually an examination and/or aptitude tests. Private (fee paying) schools are sometimes called “Public Schools” – this can be confusing, because they are not affordable by most of the general “public”.

These schools are open to children of all ages, and are subject to exactly the same regulations as state primary and secondary schools for the subjects they teach, and the quality of their teaching.

All secondary schools offer a range of traditional academic subjects, however a “Diploma” course is being introduced into secondary education that will take more account of what young people aged 14 and above need to know when they start work. Most young people remain in full time education in a Sixth Form College or College of Further Education until they are 18 years old, and then continue their education at a College of Further Education or University to undertake a higher level Certificate, Diploma or Degree course – or training for a specific profession such as law, accountancy or medical doctor.

Vocational Training

Young people (16 -25) who choose to leave full time education are guaranteed an apprenticeship. Apprenticeships lead to an “NVQ” (National Vocational Qualification) which must be achieved in a real work situation – not in a simulated environment in a college or training provider. Many young people that leave University with a degree then undertake an NVQ programme that is specific to their chosen career. NVQ’s now apply to almost EVERY sector and at every level from trainee to senior management. They are work-related, competence-based qualifications that reflect the skills and knowledge needed actually to do a job effectively, rather than just write about how it should be done. They show that a candidate is competent in the area of work the NVQ framework represents. NVQ’s are not a “course” with a set curriculum, and within reason, do not have to be completed in a specified amount of time. They can be taken by full-time employees or by students with a work experience placement or part-time job that

enables them to develop the appropriate skills. There are no age limits and no special entry requirements other than the opportunity to demonstrate their skills in a real work environment. Arrangements will be made to minimise any disadvantages (such as English language ability) that could affect a candidates' opportunities for success. NVQs are achieved through assessment following a programme of flexible learning designed to suit each individual. Assessment is normally through on-the-job observation and questioning with candidates building up a portfolio of evidence to prove they have the competence to meet the NVQ standards. When new candidates start an NVQ, the assessor will usually help them to:

- identify what they can do already
- agree on the standard and level they are aiming for
- analyse what they need to learn
- choose and agree on activities that would allow them to learn what they need.

The NVQ system is right for candidates who already have skills and want to increase them, but also for those who are starting from the beginning. As the system is so flexible, new ways of learning can be used immediately from:

- Local Learning & Skills Councils (responsible for all post-16 education and training);
- Business Links (Enterprise support agencies)
- Careers advisers
- Further Education Colleges.

Central government contacts:

Department for Children Schools and Families (DCSF) responsible for children's services, families, schools, 14-19 education and the Respect Taskforce.

Address:
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Website <http://www.dcsf.gov.uk>

Department for Business, Innovation and Skills (BIS)
The Department for Business, Innovation and Skills (BIS) Responsible for Vocational Education and Skills Training and Higher Education at Universities

Address:
1 Victoria Street
London
SW1H 0ET

Website <http://www.bis.gov.uk>

Conflicts created on the basis of different cultural backgrounds in Small and Medium-Sized Enterprises

Disagreements and conflicts created on the basis of different cultural backgrounds arise even in the best of teams. The ability to manage conflicts positively is a fundamental skill, essential in the multicultural world.

The project is based on a tool elaborated within the framework of a past project called POCODIMA – Positive Conflict and Difference Management. The general purpose of the project was to provide beneficiaries with efficient instruments dedicated to the constructive management of conflicts and differences using technology and training.

Aims and objectives of the Beyond Diversity project:

- To give beneficiaries (mostly managers and employees) a positive tool for the effective management of conflicts occurring in the SME sector
- To change attitudes regarding cultural diversity and reduce the prevalence of negative attitudes towards other cultures
- To enable the further development of knowledge and skills in managing conflict
- To create an e-learning platform which will allow the placement of materials, tools, training and provide a forum for discussion and experience exchange

Target groups:

- SME Managers
- Training Centres
- Employees
- Trainers

SOCIAL INTEGRATION AND VOCATIONAL ACTIVATION IN THE UK

The life-cycle of a conflict

Conflicts are processes, or a cluster of events taking time to evolve and reshape. They are always complicated - after all, they are part of the complex lives of human beings. But there are distinct stages which conflicts have in common, through which they pass, sometimes over and over again.

Beginning

A conflict begins to take shape as the differences between the conflicting parties become clearly defined and people begin to take sides openly. The language of 'us and them' starts being widely used, and the idea of a 'cause' to support emerges on both sides. There is no violence at this point.

If a society is strong and its leaders enlightened, a conflict can be dealt with in a constructive and positive way at this stage, and violence and a worsening situation can be avoided.

Early growth

But if there are no existing ways of dealing with social tensions and divisions, the conflict grows worse. The two sides express open hostility, so that 'us and them' now become 'the enemy' to each other. Each side increases its demands, and its sense of grievance swells. Each side looks for allies from outside the conflict area, for moral and physical support. Acts of violence begin. If violence is not repressed, the opposing sides hit back at one another and a destructive and deadly spiral begins.

If one of the sides has greater forces (as governments backed by armies do, for example, when suppressing civilian opposition) it may at this stage suppress its opponents, but the underlying causes of conflict remain to break out another day.

Deadlock

Now the two sides are openly at conflict. Each side perceives the other as the aggressor on who blame for the conflict falls. Each side regards itself as having the just cause. The lawlessness of war takes over, as inhibitions and restraints on violence are abandoned.

Three possible situations can now be reached:

- a stalemate with each side matching the other in violence;
- a surge of violence on one side;
- exhaustion of strength and resources on both sides (this has been called 'a mutually-hurting stalemate').

Looking for a way out

If and when the conflict reaches a stage where both sides are unhappy with the state of things - many losses, dwindling resources, no achievable 'result' - they may enter into ceasefire agreements. These provide a pause, which is often used for resting and regrouping before embarking on the earlier stages again. Sooner or later, however, both sides decide that ending the conflict is a problem they must both solve, though it has to be done without loss of face. At this point a third party can be introduced to mediate and negotiate. This can be done, at first, without the leaders of the two sides having to meet each other.

Settling the dispute or resolving the conflict?

Settlements involve compromise, often with bitter arguments over what the compromises will be. They seldom lead to a solution in which the two sides can collaborate to establish a firm peace. Settlements establish ways in which either side is prepared to end conflict at least for the time being.

Conflict resolution, however, looks at the underlying causes which started the conflict and deals with them, so that the risks of future conflict are removed, or initially reduced. Both sides join together to achieve this outcome.

Complete resolution of a conflict is difficult after such great hostility, but may be reached after the passage of healing time if everyone has this aim.

Working together

Now the agreement has to be put into effect. Both sides need to create a new order together, rebuilding homes, restoring jobs and education, establishing enlightened management/government, disarming fighters and allowing refugees to return home. Even more important, the two sides have to face up to the past, share their griefs, and reconcile their differences. This needs sensitivity, courage, and, above all, immense patience.

The way a society is organised can create both the root causes of conflict and the conditions in which it's likely to occur. Any society which is organised so that some people are treated unequally and unjustly is likely to erupt into conflict, especially if its leaders don't represent all the members of that society. If an unequal and unjust society is reformed, then conflicts will be rare.

Human beings have basic needs. Everyone needs to be recognised as an individual with a personal identity; everyone needs to be able to feel safe. If these needs aren't met, people protest, and protesting can lead to rebellion and

violence. Many people find their identity and security in their cultural group and its particular point of view - so clashes between different cultural groups also lead to disputes that can easily turn violent. If people learn to understand that differing cultures are not inevitably a threat to each other, they will also learn how to manage their differences co-operatively and peacefully.

One aspect of culture is particularly important: it can create language and behaviour that excludes people, creating 'us/them', 'insider/outsider' situations and using language of discrimination, intolerance and hate. If people create a society that doesn't see 'difference' and 'diversity' as problems but as valuable for social growth, many causes of conflict disappear.

1. Conflicts arise when people are competing for the same resources (such as territory, jobs and income, housing) when they aren't fairly distributed or when there aren't enough to go round. The same applies to natural resources (cultivable land, fresh water).

2. Conflicts arise when the people are unhappy with how they are governed. The most common conflicts occur when a particular group wants to be independent from a central government, or when their viewpoint isn't represented in the government, or when the government oppresses them and doesn't respect or meet their basic needs.

3. Conflicts arise when people's beliefs clash. Religious and political views are particularly sensitive, because people often depend on these for a sense of identity and belonging. Sometimes the conflict is caused by a religious/political group being attacked; sometimes it is because the group is eager to spread a particular belief and even enforce it on others. Some leaders may aggravate religious and political differences as part of their tactics for keeping or gaining power.

4. In the same way ethnic differences can cause conflict, or be made to cause it. Again, people's ethnicity gives them a sense of identity and belonging, and it is threats to this sense which can cause violent responses, just as individuals may lash out with angry words or gestures when they feel threatened.

Indeed, conflicts of all kinds most frequently arise when people feel threatened - regardless of whether the threat is real. It is harder to soothe and reassure people when they are frightened or angry.

One particular sort of social and cultural conflict needs a paragraph to itself. This takes place within or across the boundaries of a community, nation or state, and is deep-rooted and long-lasting. It is most often the result of poverty, bad management, insecurity, injustice and a failure to meet the people's basic human needs. The groups in conflict see each other as a threat to society and culture, and as their aggression grows so does a cycle of violence that is particularly difficult to stop. Everyone mistrusts everyone else, and crime and lawlessness increase rapidly.

Employment;

If you are looking for a new job - either as a resident in your own country or as a newly arrived citizen in another country - there are many challenges to be faced in today's economic climate.

More than ever before, employees have more candidates to choose from, and it is essential that you understand their expectations. This will help to improve your job prospects.

This booklet will help you to look for a job in your chosen country. This publication includes information on how to apply for job and your personal presentation, as well as employers' expectations for efficiency and time management in your new job

In addition it provides you with links to relevant agencies that can support your career move or help you to further your education. The final chapter is related to integration into your chosen society.

Items for consideration include:-

First Impressions Count

It's very important to make a positive impression at the first meeting. A smart appearance, good preparation and knowledge about the company you are applying to will be of benefit to you. Do your research. This is simple as most organisations have a website with information about the company history and their products. Prepare questions in advance, so that you will appear interested in the job and can display some knowledge about the organisation. This preparation will make you appear confident and organised.

Dress appropriately for the position you are applying for.

Be sure to pay attention to overall cleanliness, clean nails, polished shoes, avoid wearing elaborate jewellery or any visible body piercings. It is a good idea to hide any visible tattoos.

If the job role involves talking to customers, you will be expected to dress smartly. When applying for work in a role that is perhaps technical or hands-on, i.e. computer science, child care or household support, you may feel that you do not need to wear very formal clothing, but you will still be expected to be clean and tidy.

Do not be late for your interview. Establish where the interview is to be held and how long you need to get there. If driving, ask if there is parking on site. If going by public transport, check out the route, timetables and how long it will take to walk from the station or bus top. Give yourself half an hour extra to get there, in case of unforeseen circumstances – traffic congestion, cancelled train or bus etc.

Find out before the interview where the job will be based and if you can manage your time so you can arrive at work on time.

Remember, research the organisation, prepare questions, be sure about the most relevant aspects of your experience, dress smartly smart, be confident and be on time.

A hidden advantage – What the experts say:

The rhythm and speed of your speech has hidden advantages. Listen carefully to the question and then be calm and clear when responding. You will be perceived as more confident by applying this lesson.

The attitude of our bodies can say a lot about us. Avoid crossing hands, arms or feet. All of these can indicate that you are not being receptive. Excessive gestures and taking notes can also have a negative impact as well as distracting you from what people are talking about. Try to remember to lean slightly towards the interviewer, smile naturally and use gestures sparingly.

Visual contact is a sign of courtesy and attention. To maximize making the right impression specialists recommend visual contact for at least 30% -60% of the time during interview. Less than this and the interviewer may assume that you are hiding something or introducing elements of distrust. People who avoid eye contact can be perceived as feeling stressed, nervous or even untrustworthy

During the interview the employer wants to know as much about you, the candidate, as possible. So be prepared with appropriate responses.

This includes your skills, experience, motivation for work, and how you spend your leisure time. Offer any additional attributes you may have, such as language skills, working in the voluntary sector, your position within your close community, helping others and mention any courses you might be taking to improve your skills.

And Finally

The interview usually addresses the issue of the three main areas: your education/training, motivation and personality. In addition to standard questions, the employer might ask you how you would resolve a specific problem that you may come across in the job. Think carefully before giving you answer, speaking slowly and clearly. If you are unsure of the question, ask for clarity. Never tell lies or discredit former employers. Avoid talking about your own shortcoming and avoid professional jargon. And keep smiling!

Effective working and time management

Time management refers to a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This set encompass a wide scope of activities, and these include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing.

Initially time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools and techniques.

Time management strategies are often associated with the recommendation to set goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. For individual tasks or for goals, an importance rating may be established, deadlines may be set, and priorities assigned. This process results in a plan with a task list or a schedule or calendar of activities. Authors may recommend a daily, weekly, monthly or other planning periods, usually fixed, but sometimes variable. Different planning periods may be associated with different scope of planning or review. Authors may or may not emphasize reviews of performance against plan. Routine and recurring tasks may or may not be integrated into the time management plan and, if integrated, the integration can be accomplished in various ways.

How we spend our time increases business and personal success

Successful time management can help grow personal and corporate success: The goal is to look for ways that you can utilize time management skills to save and invest time.

POSEC

Is an acronym for **Prioritize by Organizing, Streamlining, Economizing and Contributing.**

The method dictates a template which emphasises an average individual's immediate sense of emotional and monetary security. It suggests that by attending to one's personal responsibilities first, an individual is better positioned to shoulder collective responsibilities.

1. **PRIORITIZE**-Your time and define your life by goals.
2. **ORGANIZING**-Things you have to accomplish regularly to be successful. (Family and Finances)
3. **STREAMLINING**-Things you may not like to do, but must do. (Work and Chores)
4. **ECONOMIZING**-Things you should do or may even like to do, but they're not pressingly urgent. (Pastimes and Socializing)
5. **CONTRIBUTING**-By paying attention to the few remaining things that make a difference. (Social Obligations)

Goal setting

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn this vision of the future into reality.

The process of setting goals helps you choose where you want to go in life. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that otherwise could destroy your plan.

SMART Goals:

A useful way of making goals more powerful is to use the SMART mnemonic. While there are plenty of variants, SMART usually stands for:

- **S** Specific
- **M** Measurable
- **A** Attainable
- **R** Relevant
- **T** Time-bound

For example, instead of having a plan "to found a big enterprise" you should say "I will collect the money in two years and make a research in local market to estimate the possibilities of success in certain field". You have to include all the parts of SMART goal setting plan.

Prioritization:

Prioritization is the essential skill you need to make the very best use of your own efforts, and those of your team.

It is particularly important when time is limited and demands are seemingly unlimited. It helps you to spend your time wisely, freeing you and your team up from less important tasks that can be attended to later – or quietly dropped.

With good prioritization (and careful management of deprioritized tasks) you can bring order to chaos, massively reduce stress, and move forwards successfully. Without it, you'll flounder around, drowning in competing demands.

Simple Prioritization

At a simple level, you can prioritize based on time constraints, on the potential profitability or benefit of the task you're facing, or on the pressure you're under to complete a job:

- Prioritization based on project value or profitability is probably the most commonly-used and rational basis for prioritization. Whether this is based on

a subjective guess at value or a sophisticated financial evaluation, it often gives the most efficient results.

- Time constraints are important where other people are depending on you to complete a task, and particularly where this task is on the critical path of an important project. Here, a small amount of your own effort can go a very long way.
- And it's a brave (and maybe foolish) person who resists his or her boss's pressure to complete a task, when that pressure is reasonable and legitimate.

Scheduling:

Scheduling is the process by which you look at the time available to you, and plan how you will use it to achieve the goals you have identified. By using a schedule properly, you can:

- Understand what you can realistically achieve with your time;
- Plan to make the best use of the time available;
- Leave enough time for things you absolutely must do;
- Preserve contingency time to handle 'the unexpected'; and
- Minimize stress by avoiding over-commitment to others.

A well thought-through schedule allows you to manage your commitments, while still leaving you time to do the things that are important to you. It is therefore your most important weapon for beating work overload.

Scheduling is the process by which you plan your use of time. By scheduling effectively, you can reduce stress and maximize your effectiveness. This makes it one of the most important time management skills you can use.

Before you can schedule efficiently, you need an effective scheduling system. This can be a diary, calendar, paper-based organizer, PDA or a software package. The best solution depends entirely on your situation.

Scheduling is then a five-step process:

- Identify the time you have available.
- Block in the essential tasks you must carry out to succeed in your job.
- Schedule in high priority urgent tasks and vital "house-keeping" activities.
- Block in appropriate contingency time to handle unpredictable interruptions.
- In the time that remains, schedule the activities that address your priorities and personal goals.

If you have little or no discretionary time left by the time you reach step five, then revisit the assumptions you have made in steps one to four.

Remember that time management is a very important aspect, which is for sure one of the mainstays of the good job. You have to learn to prioritize the tasks, to manage your time and to fight with stress. The methods mentioned above will support you in your job.

SOCIAL & CULTURAL INTEGRATION IN A NEW SOCIETY

Legal Issues.

The UK Border Agency has a Citizenship programme that is designed to help migrants who will be on the 'journey to British citizenship' under the The Borders, Citizenship and Immigration Act which received Royal Assent on 21 July 2009. The UK government subsequently agreed the following transitional arrangements:

- If a migrant has already been given indefinite leave to remain (ILR – also known as settlement) on the date when earned citizenship is introduced, they will automatically be considered to be a 'permanent resident'. They will not need to pay or apply for this to occur. They will be eligible to apply for British citizenship under the current rules during the first two years after earned citizenship is introduced.
- If a migrant has applied for indefinite leave to remain before the date when earned citizenship is introduced, and is subsequently granted indefinite leave to remain, they will be eligible to apply for British citizenship under the current rules during the first two years after earned citizenship is introduced.
- The government will continue to meet its obligations to migrants who entered the United Kingdom on the Highly Skilled Migrant Programme (HSMP) and had a legitimate expectation that they would be able to apply for and be granted indefinite leave to remain, in accordance with the Immigration Rules that were in place when they applied to the HSMP. **(Transitional arrangements for earned citizenship announced by Border Agency 2009)**

There is no policy within the UK that specifically targets the employment of immigrants.

The main areas of policy that cover the area of work are those related to Employment Law and those related to Anti Discrimination. The UK Government did pass the The Employment Equality (Age) Regulations 2006 but this is not specific to immigrants.

For information related to Employment Law see link:

<http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1073858787&tc=000KWBL204940114436>

For information about the UK Anti Discrimination Act and its links to employment see:

<http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1073858787&tc=000KWBL204890114418>

<http://www.businesslink.gov.uk/bdotg/action/layer?r.l1=1073858787&topicId=1074003268&r.l2=1073877851&r.s=sm>

In relation to the employment of immigrants in the UK there is nothing specific to those immigrants.

However, there are 3 main sources of information about the employment of immigrants in the UK. :

a) The Government via the "Boarder Agency"

This is the old Customs and they control access and the boarder security for the UK. Reading their web site and publications its clear that their brief is to advise companies on how to check if someone is legally entitles to work in the UK. They are an enforcement agency and have the powers to fine and imprison people and companies who break the law.

<http://www.bia.homeoffice.gov.uk/>

The main emphasis on the support to employers is designed to help them avoid employing illegal immigrants.

The Government also has the Office for Immigration Services which offers advice to prospective immigrants. But this is limited to how they can apply and what criteria they have to pass to be accepted. Thee is nothing specific related to employment and in particular the 50+

<http://www.oisc.gov.uk/>

b) NGO's who provide information and advice to immigrants about them rights not just related to employment

There a number of organisations who exist to provide information and advice for immigrants often linking to the asylum laws. Examples are the Immigration and Advice Service UK

<http://www.iasuk.org/home.aspx>

Again a lot of the information is based around explaining to employers what the Law is and how to avoid breaking it.

Some employers offer their own impartial advice for example the Royal College of Nursing who recruit nurses from abroad.

<http://www.rcn.org.uk/nursing/comingtoug/about-immigration-service>

c) Private firms (in particular solicitors) who provide information and advice to people about employment law and also immigrants rights to stay in the country There are many private Law firms offering legal advice to people who are immigrants and or asylum seekers.

A simple search on Google for "Immigration Law" UK – brings back hundreds of offers from legal and consultancy companies.

UK NATIONAL STATISTICS

Immigration & Asylum

2009 Quarterly statistics covering immigration published by the UK Home Office

Figures show that applications for asylum have dropped in the fourth quarter of 2009 to 4,765 - a 30 per cent reduction compared to the same quarter in 2008, and the lowest level since the second quarter of 1992.

Decisions on asylum cases have also risen 36 per cent compared to the same quarter in 2008, with the grant rate for asylum falling to 13 per cent.

Applications from eastern Europeans to work in the UK under the Worker Registration Scheme fell to 28,495 in Q4 2009, compared to 30,600 in Q4 2008 and 52,765 in Q4 2007.

The total number of removals and voluntary departures from the UK has decreased slightly from 67,980 in 2008 to 64,750 in 2009 - reflecting the fall in asylum intake.

Figures from the Office for National Statistics (ONS), published earlier today, also show that immigration from the 'A8' accession countries of the European Union has fallen, and that long-term immigration to the UK remains stable at 518,000 in the year to June 2009 compared to 531,000 in the year to June 2008

'Asylum applications for the last three months of 2009 were the lowest since the early 1990s. Net migration is down, and the new UK Border Agency is increasingly successful.

These statistics include asylum applications, total removals for those illegally in the UK and migration from Eastern Europe for the period October to December 2009

Migrants test to reside and live in the UK

As of November 1, 2005 all applicants for UK naturalisation need to successfully complete the "Life in the UK" citizenship test before their application for UK naturalisation may be submitted. As of 02 April 2007, all applicants for indefinite leave to remain (permanent residence) will be required to take the test as well.

Once you have passed the life in the UK test and received your certificate, please feel free to contact us. With our extremely competitive rates, our expert immigration caseworkers will be able to assist you in making your successful application immediately!

Who needs to take the test

The UK government introduced this test for those wishing to become a British citizen to prove that they know about life in the UK.

You will have to take the test if you are applying for naturalisation as a British citizen and your level of English is good. If your English is not very strong and you wish to apply for naturalisation, you will need to attend combined English language (ESOL) and citizenship classes instead. ESOL and citizenship classes help you to improve your English and learn more about life in the UK. You can find out your level of English by being assessed at a local further education college.

At present, the test is only available in English, but will be offered in Welsh and Scottish Gaelic in the future. The test will not be made available in any other languages.

Timeline

You should take the test before you apply for naturalisation as a British citizen, provided you meet the other requirements for naturalisation. If you pass the test, you will be given a letter proving you have been successful. This is called your pass notification letter. Keep this letter in a safe place! If you lose it, you'll have to take the test again. Once you have this document, workpermit.com can help you submit your application for UK citizenship.

Should you fail the Life in the UK test, it is recommended that you study the preparation book 'Life in the United Kingdom: A Journey to Citizenship' again before re-scheduling the test.

The test questions

The test is a series of 24 questions based on chapters 2, 3 and 4 of 'Life in the United Kingdom: A Journey to Citizenship.' You should read chapters 2, 3 and 4 of the 'Life in the United Kingdom' handbook very carefully. You will have 45 minutes to answer 24 questions. You can use all of the time available, so you should not rush to finish quickly. It is a good idea to review your answer

.

Migrational Changes in the UK

Total net migration

Net migration reached a record high of 222,000 in 2004 before falling slightly to 185,000 in 2005. During the 60's and 70's emigration generally exceeded immigration and in the 80's and early 90's net immigration was generally below 50,000 people a year. Such very high migration into Britain is therefore a new phenomenon. Net non-EU migration to the UK has been rapidly increasing from 44,000 in 1992. In 2004 it reached a new record high level of 268,000. In 2005 it fell to 203,000 reflecting the fact that ten new countries had acceded to the EU in May 2004. There has been a steady net outflow of British citizens during this period - reaching a record high of 120,000 in 2004 before falling slightly to 107,000 in 2005. Net flows of EU citizens into the UK have been modest until recently. The maximum net inflow of citizens of the 15 continental European countries which were EU members before May 2004, in the period 1995 -2004, was 24,000 in 1998 and the maximum net outflow was 35,000 in 2002. This changed with the accession of the 10 countries to the EU in May 2004. The international migration statistics show that a net 49,000 and 65,000 people migrated from the accession countries in 2004 and 2005 respectively bringing total net migration from the EU up to 74,000 and 89,000 in these years. However, net migration from the accession countries only accounts for about 1 in 5 of net foreign immigration in total.

BELONGING TO BRITAIN

In 2007-2008, people were asked two questions about how they felt about being belonging to Britain, Whether they personally felt part of British society and ,as in previous surveys of a similar nature (2003-2005), how strongly they felt they belonged to Britain.

In 2007-2008, people were also asked whether they agreed that it was possible to fully belong to Britain and maintain cultural or religious identity.

Most people (93%) agreed that they felt part of British society with just over half (53%) strongly agreeing with these findings.

- 53% strongly disagreed
- 40% tend to agree
- 6% strongly disagree
- 2% strongly disagree

(Core survey of 8697 respondents)

HOW ARE STATISTICS QUANTIFIED

The National Context

Statistics published by the Office for National Statistics (ONS) based on the International Passenger Survey, show that in 2004 there was a net inflow of overseas nationals into the UK of 223,000 people. There was also an increase in the number of holidaymakers coming into the country to work on a short-term basis. The total number of in-migrants also includes families, not all of whom will be registering for work, and while the data based on the National Insurance Number Allocations to Overseas Nationals entering the UK (NINO), is subject to time-lag as it takes time for registrations to be processed, and other problems⁹, the DWP sees these data as giving a good estimate of documented workers coming into the country, although data from the Workers Registration Scheme (WRS) also needs to be taken into account. There is also an issue with the WRS statistics in that workers register anew for each employment they enter, the WRS statistics used in this report therefore are those showing the number of workers registering during a given period within which duplicate registrations are less likely. The statistics used in the report draw on both the NINO and WRS data.

The total number of NINO registrations to overseas nationals has been rising steadily and registrations for 2004/05 were 440,000, an increase of 69,000, or 19%, on 2003/2004, (DWP, 2005) It is also predicted that NINO registrations are likely to rise further in 2005/06. Registrations from the EU Accession countries showed an increase of 20,000 between 2003/04 and 2004/05 to a total of 111,000. Poland made up the greatest percentage of Accession country registrations, 57%, with 63,000 NINO registrations.

The NINO data does not show when someone who has been given a National Insurance Number leaves the country, so that it is difficult to track the movements of overseas nationals.

The *National Insurance Number Allocations to Overseas Nationals Entering the UK* publication is available at the website of The Department for Work and Pensions. The commentary in the 2005 document shows that the non-EU IPS arrivals are higher than for the NINO registrations, as they include students, who will not require a NINO, their statistics are comparable with those of the Home Office Workers Registration Scheme.

The number of overseas nationals entering the UK and being allocated a NINo from the ten countries contributing the largest numbers of migrants for the years 2002/03 and 2004/05.

Allocation of NINo: 'Top Ten' Countries 2002/03 and 2004/05

2002/2003	Thousands	2004/2005	Thousands
India	25.0	Poland	62.6
Australia	18.9	India	32.7
South Africa	18.6	Pakistan	20.3
Pakistan	16.8	South Africa	19.3
France	13.8	Australia	16.6
Philippines	11.8	Lithuania	15.6
Spain	11.7	France	13.3
Zimbabwe	10.3	China, Peoples Republic	12.6
Iraq	10.1	Portugal	12.2
Portugal	9.8	Slovakia	10.6

Derived from The National Insurance Number Allocations to Overseas Nationals Entering the UK. DWP 2005

THE EMPLOYMENT OF MIGRANT WORKERS TO FILL LABOUR SHORTAGES & SKILLS GAPS

Both locally and on a national scale, many employers report that they currently employ migrant workers and that they intend to continue to do so. In the South West, for example, the Somerset LLSC (2004) reports employers as employing migrant workers to help overcome recruitment problems, and nationally the Quarterly Labour Market Outlook for spring 2005, from the Chartered Institute of Personnel and Development (CIPD 2005), reporting on a national survey of employers found that 27% of employers, the same proportion as in 2004, planned to hire migrant workers in spring 2005.

The main reasons given by employers for looking to migrant labour were the shortage of candidates in their areas with the required experience, 58.8%, and the short supply of candidates with the required skills, 56.2%. 17.6% replied that migrants are more committed and willing to work, with only 4.9% mentioned lower wage costs (CIPD 2005:15).

Research carried out in the Food and Drink Sector (Improve 2005) also found that employers saw the 'hard work ethic' of the migrant workers as a clear benefit, along with commitment, reliability and a willingness to undertake work that local people may be unwilling to take on. The fact that there were labour shortages meant that the simple availability of overseas nationals was also important to many employers.

However, it was also pointed out that 'smaller companies are more likely to refer to overseas nationals as offering a cheap labour source rather than helping to overcome labour supply problems' (Improve 2005).

The Institute for Employment Studies research emphasised the importance of migrant workers in elementary occupations, particularly in agriculture, which is an important element in the Food and Drink Sector in the South West. Overall, however, many employers were also looking to migrants to fill skilled vacancies, in particular, those requiring professional (32.6%) and technical skills (28.5%).

There is, therefore, evidence from a variety of sources of the importance of the contribution of migrant workers to the economy of the South West Region in offsetting labour shortages and skills gaps. Many employers, in fact, see them as crucial to the health of their businesses.

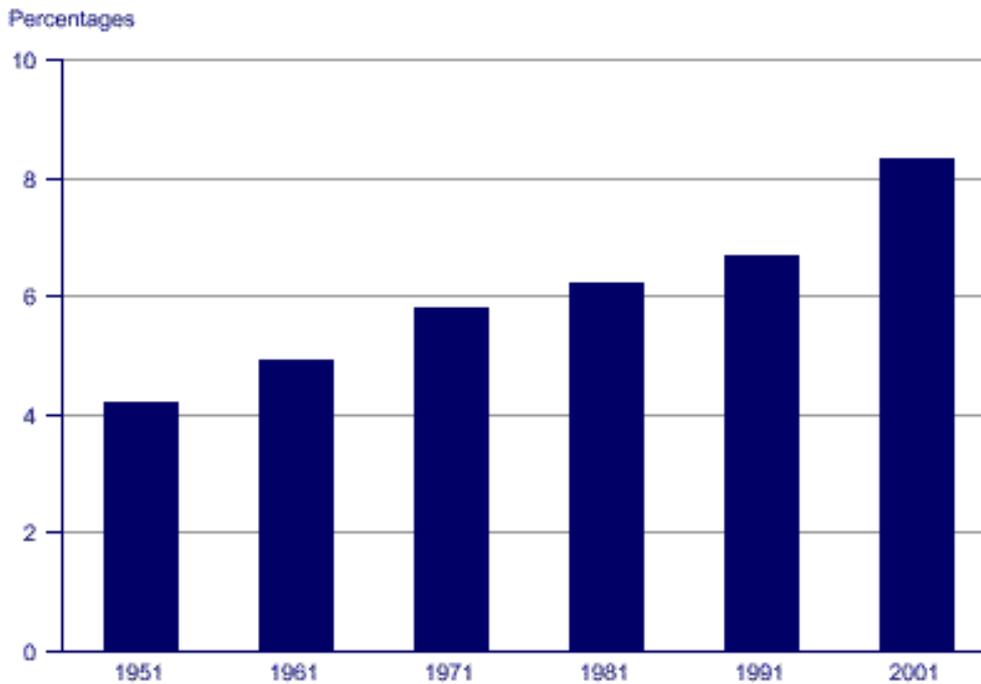
Top Ten' Employment Sectors WRS: South West Region and UK Totals May 2004 – December 2005

	South West Region	Total UK
Admin, Bus & Man Services	6,335	104,665
Hospitality and Catering	5,810	69,145
Agriculture Activities	5,355	39,525
Manufacturing	1,765	25,245
Health and Medical Services	1,495	16,380
Food Processing	1,220	11,600
Retail	670	14,035
Transport	665	9,335
Construction & Land Services	630	12,365
Entertainment and Leisure	595	5,840
Others/Not Known	1,230	20,955

Source: Accession Monitoring Report May 2004 – December 2005.
These figures show registered workers.

Labour market Intelligence and migrant trends

The following information relates to Foreign-born people (non-UK status) the figures generally demonstrate that 1 in 12 in UK born overseas



Foreign-born as a percentage of total UK population

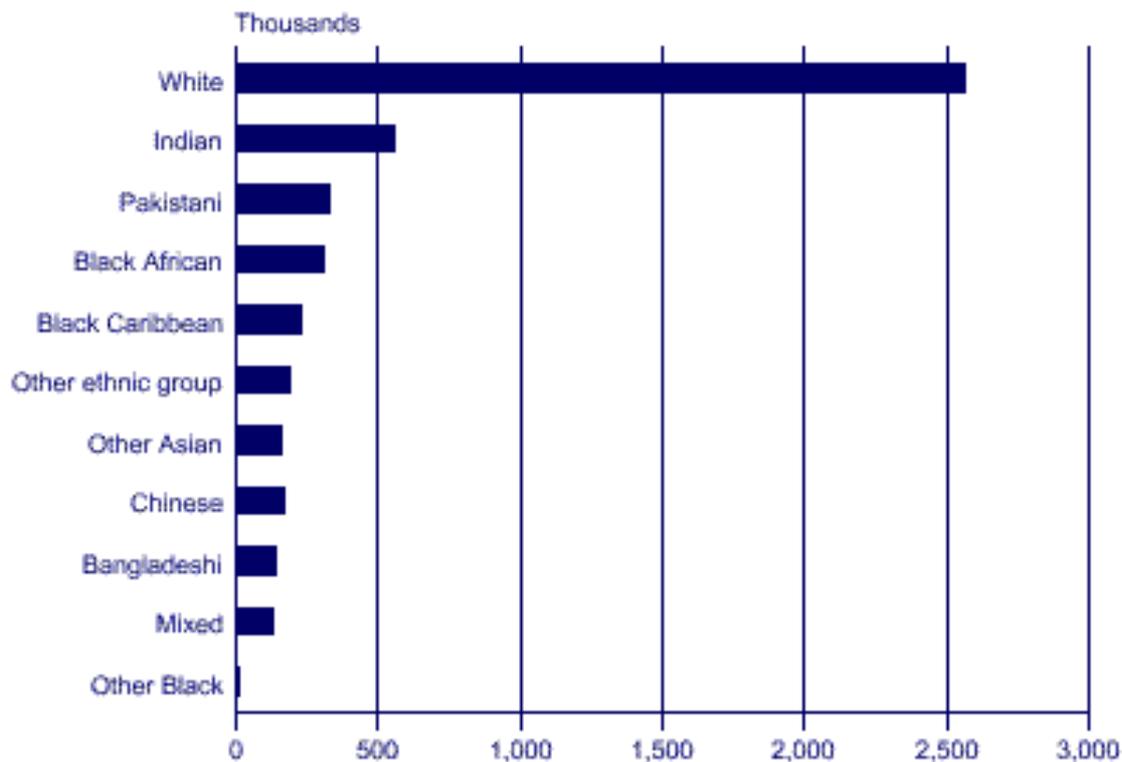
In 2001, 4.9 million (8.3 per cent) of the total population of the UK were born overseas. This is more than double the 2.1 million (4.2 per cent) in 1951.

The increase in absolute numbers of the foreign-born population between 1991 and 2001 was greater than in any of the preceding post-war decades. There was an increase of nearly 1.1 million over the decade to 2001 in line with the general trend of rising international migration over the same period. This is substantially more than the increase of 600,000 between 1961 and 1971, the decade with the next largest absolute increase.

Among the foreign-born residents Europe was the most common continent of birth, and the Republic of Ireland the largest single country of birth in both 1971 and 2001. However, the proportion born in Europe fell between these years, from 51 per cent to 33 per cent, and in particular those born in the Republic of Ireland fell from 24 per cent to 11 per cent.

There are large variations in the length of stay of foreign-born immigrants. Just over a third (34 per cent) of foreign-born migrants who came to the UK in the 1990s emigrated within four years of arrival. Migrants from OECD countries stayed on average for significantly shorter periods than those from non-OECD countries. In the 1990s, 50 per cent of foreign-born migrants from the OECD emigrated within four years of arrival compared with 23 per cent from non-OECD countries.

A consequence of the short length of stay of some immigrants is the youthfulness of the resident foreign-born population. This is because immigrants are typically young when they arrive. The immigration of people born in Africa and the Far East has been recent so they have a younger profile than the UK-born population. To have an older immigrant population requires both that immigrants settle and that they arrived a relatively long time ago. People from the Caribbean, because of their earlier periods of large-scale immigration to the UK, have an older population on average than the UK-born population (with ratios of 45.6 and 30.7 older people per 100 of working age respectively in 2001). The Republic of Ireland had as many as 65.9 older people per 100 of working age in the UK in 2001, reflecting immigration from the 1950s and earlier.



Foreign-born population: by ethnic group, April 2001, UK

Compared with the UK-born population, the foreign-born population has a greater mix of ethnic groups. While 92 per cent of people born in the UK identified themselves as White in 2001, 53 per cent (2.6 million) of the foreign-born population was White. The next largest ethnic groups for people born overseas were Indian (569,800) and Pakistani (336,400).

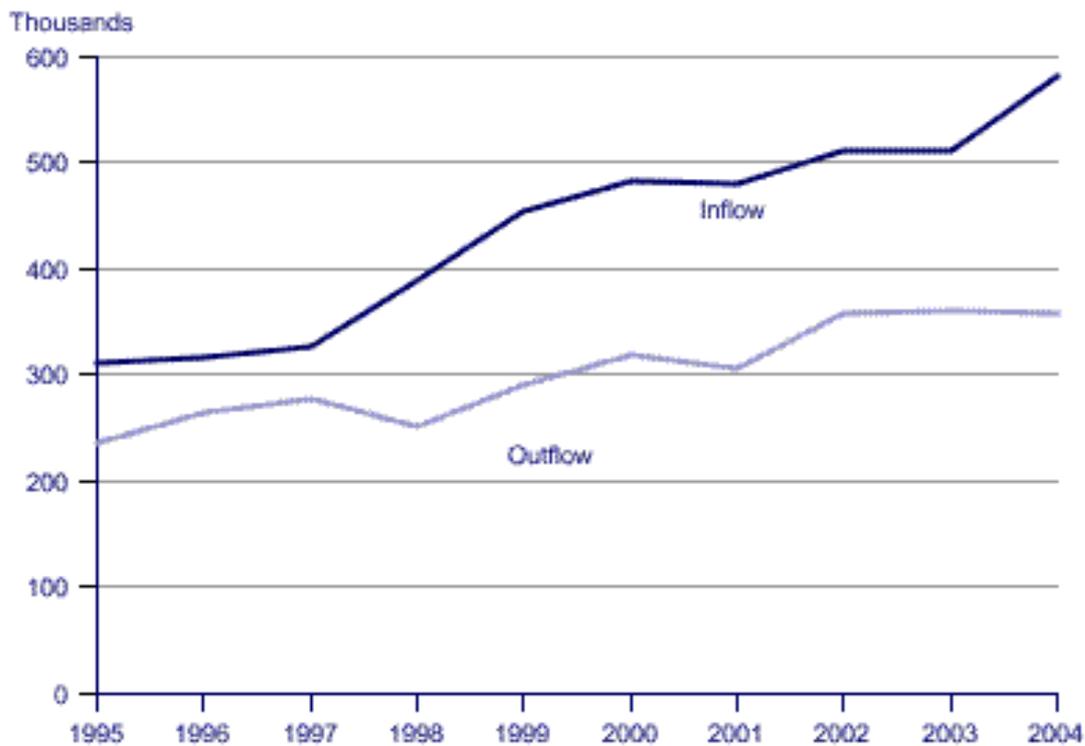
Sources: Census, April 1951, 1971, 1981, 1991 and 2001, Office for National Statistics
 Census, April 1951, 1971, 1981, 1991 and 2001, General Register Office for Scotland
 Census, April 1951, 1971, 1981, 1991 and 2001, Northern Ireland Statistics and Research Agency

Notes:

The foreign-born population is defined by birthplace and not nationality or ethnicity. It refers to all people born outside the UK.

Working age is between 16 and 59 for women and between 16 and 64 for men. State pension age is age 65 and older for men and age 60 and older for women. Old-age dependency ratios present the population above state pension age relative to the population of working age.

OECD countries are the 30 countries of the Organisation for Economic Co-operation and Development that share commitment to democratic government and the market economy. The 30 countries include Australia, Canada, Japan, Korea, New Zealand, Switzerland, USA and many of the 25 countries of the EU.



International migration into and out of the UK, 1995 to 2004

In 2004 an estimated 223,000 more people migrated to the UK than migrated abroad. This estimated net inflow is much higher than for 2003 when 151,000 more people arrived to live in the UK than left to live abroad.

A key reason for this increase was the expansion of the EU in May 2004. Net inflows of non-British EU citizens to the UK increased from 14,000 in 2003 to 74,000 in 2004. Citizens of the ten EU accession countries made up an estimated four fifths of the increase between 2003 and 2004.

The UK has experienced increasing levels of both inward and outward international migration in recent years. Over the past decade migration into the country increased from 314,000 in 1994 to 582,000 in 2004, with most of the increase to inflows occurring after 1997. Out-migration increased more quickly than inflows but to a lesser extent, from 238,000 in 1994 to 360,000 in 2004.

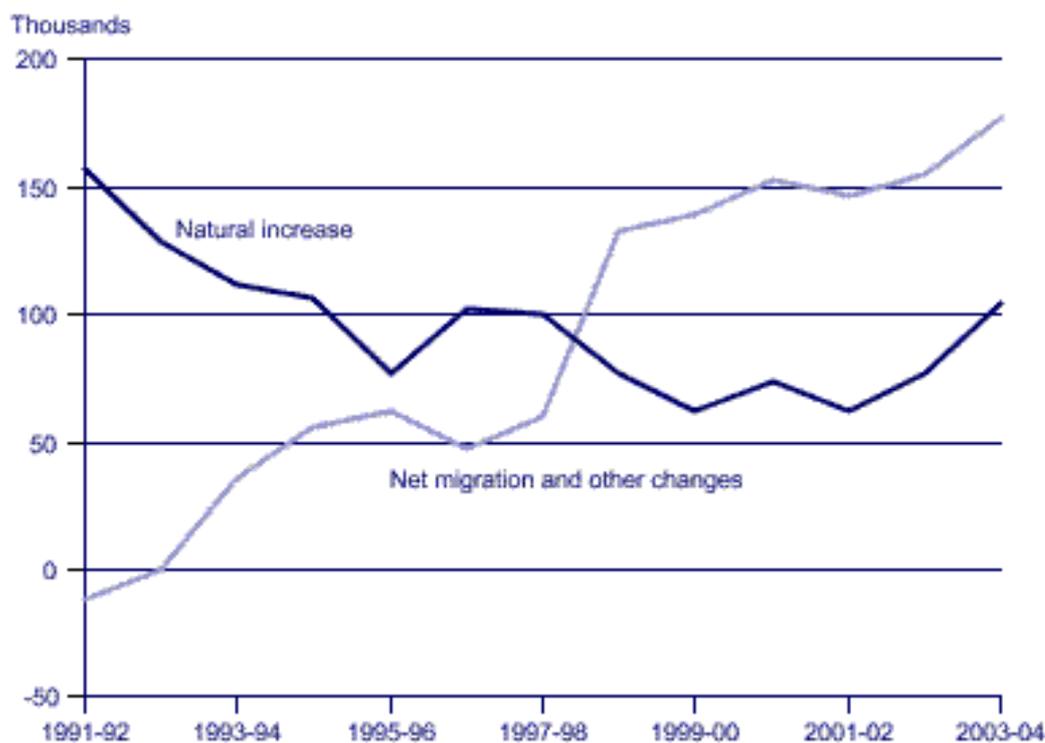
Between 1994 and 1997, net inflows of international migrants fell from 77,000 to 47,000, as outflows rose more quickly than inflows. During the years 1998 to 2003 net inflows fluctuated around a much higher level, with between 139,000 and 172,000 more people migrating to the UK than leaving each year. The net inflow of 223,000 in 2004 was the highest since the present method of estimation began in 1991.

Migration is generally most common among younger adult age groups. In 2003 the 15 to 24 and the 25 to 44 age groups together accounted for the large majority of both in-migrants (84 per cent) and out-migrants (75 per cent). Both in-migrants and out-migrants were slightly more likely to be male than female.

Study or work are the main reasons for migration. In 2003 more than one quarter of all in-migrants (135,000 people) came to study in the UK. More than one fifth (114,000 in-migrants) came for work-related reasons and had a specific job to go to.

Over the decade, net inflows of non-British citizens increased substantially, from 127,000 in 1995 to 342,000 by 2004. At the same time, net outflows of British citizens have increased. Net losses of Britons from the UK grew rapidly over the decade, from 17,000 in 1994 to 120,000 in 2004. The largest numbers out-migrating are in the 25 to 44 age group, but since 1999 there has also been a net outflow of British citizens aged 45 to state pension age. In 2003, around two fifths of British citizens out-migrating were moving to other countries in the EU and over one quarter to Australia or New Zealand.

Population UK population grows to 59.8 million



Natural increase and net migration as components of population change, 1991-2004, UK

In 2004 the UK was home to 59.8 million people. This represents a 19 per cent increase from its population of 50.3 million in 1951, and a 3.3 per cent increase over the last decade (1994 to 2004).

Until the mid-1990s, population growth in the UK was mainly due to natural increase – the number of births exceeding the number of deaths each year. Since the late 1990s, there has still been natural increase but net international migration into the UK from abroad has become an increasingly important driver of population growth. Between 2001 and 2004, almost two thirds of the increase in population in England and the UK was due to net in-migration.

The UK has experienced higher levels of both inward and outward migration in recent years than previously. Annual migration into the UK has increased between mid-1994 and mid-2004. Annual out-migration also increased over the same period but to a lesser extent. As a result, the contribution of net international in-migration to population growth has increased over the decade.

In 2004, 84 per cent of the UK population were living in England, 9 per cent in Scotland, 5 per cent in Wales and 3 per cent in Northern Ireland. Between mid-1994 and mid-2004, population growth was greatest in Northern Ireland (4.1 per cent). England's population grew by 3.9 per cent and the population of Wales grew by 2.3 per cent over the decade. In contrast, Scotland's population decreased by 0.5 per cent.

Northern Ireland's population grew faster than the rest of the UK because the number of births far outweighed the number of deaths each year. In contrast, both Wales and Scotland saw fewer births than deaths towards the end of the 1990s, a factor that contributes to population decrease.

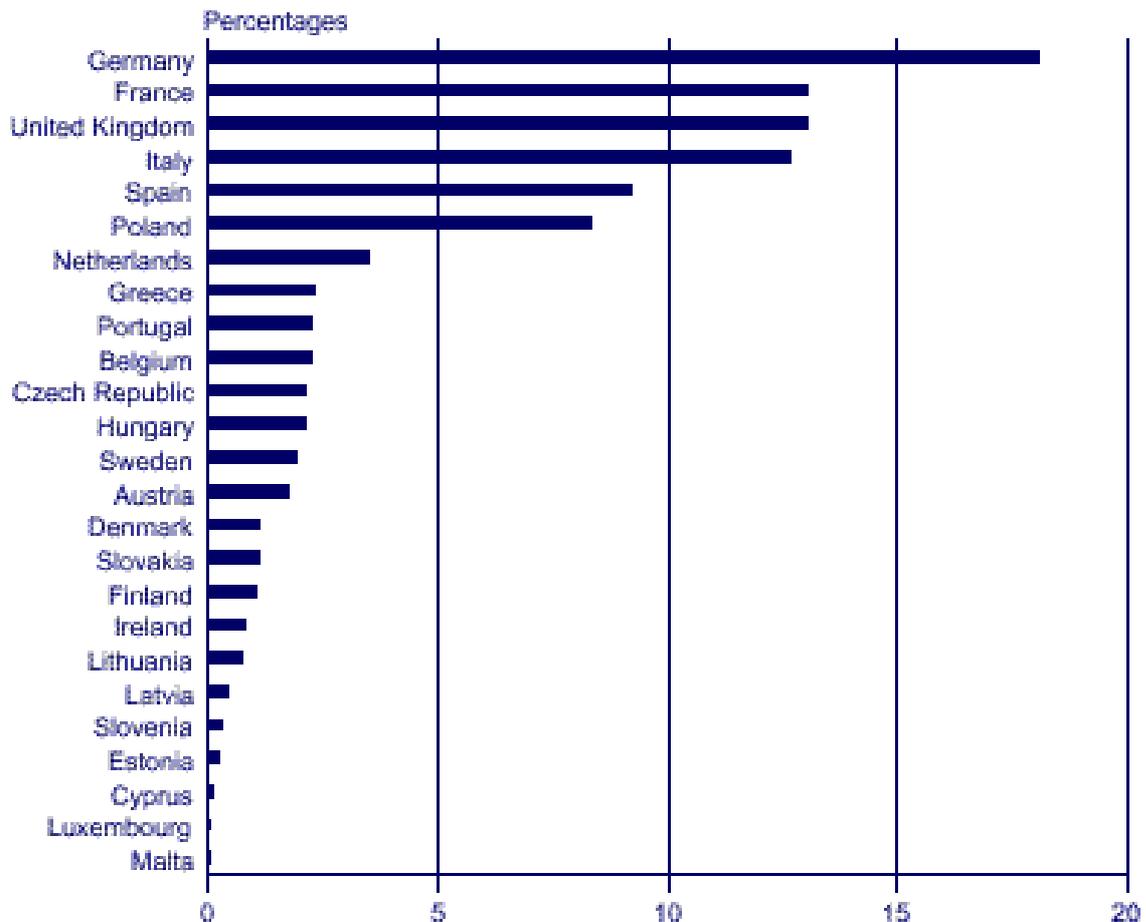
	Thousands				
	1994	2004	2011	2021	2031
England	48,229	50,094	51,967	54,605	56,832
Wales	2,887	2,952	3,037	3,165	3,256
Scotland	5,102	5,078	5,120	5,127	5,065
Northern Ireland	1,644	1,710	1,767	1,830	1,860
United Kingdom	57,862	59,835	61,892	64,727	67,013

Population estimates and projections, 1994 to 2031, UK

The United Kingdom population is projected to continue to grow, increasing gradually to reach 67.0 million by 2031. Longer-term projections suggest the population will continue to rise until 2074, the end of the projection period.

Projected trends differ for the four countries of the United Kingdom. The populations of England and Wales are projected to be still rising in 40 years' time, with Wales having a lower rate of growth than England. Scotland's population, which saw some decline in the 1990s, is projected to increase gradually, peaking around 2019, before resuming its decrease. The population of Northern Ireland is projected to peak around 2030 and then start to fall.

European context 1 in 8 EU residents living in UK



Population size as a proportion of the EU population: by country, 2004

The population of the 25 countries of the European Union (EU25) was 466.9 million at the beginning of 2004. The UK (59.7 million) was the third largest country in the EU25 in terms of its population size. The two countries with larger populations were Germany (82.5 million) and France (59.9 million). Together, the six countries with the largest populations accounted for nearly three quarters of the total population of the EU25.

The population of the UK increased by 1.5 per cent between 2000 and 2004. This was similar to the rate of increase seen in the EU25 as a whole (1.6 per cent). The four fastest growing countries of the EU25 in this period were Ireland (6.6 per cent), Spain (6.0 per cent), Cyprus (5.8 per cent) and Luxembourg (4.2 per cent).

Net inward migration has played a much bigger role in population change than natural change in recent years, accounting for around 85 per cent of the total growth in the EU25 population between 2000 and 2004. The UK is unusual within Europe in having large migratory flows, both into and out of the country. In 2002, it was one of the four EU25 countries that between them received 71 per cent of the net inflow into the EU25.

In the last 30 years there have been significant socio-demographic changes within Europe. These include a decline in marriages, rising cohabitation and an increase in divorce and subsequent re-partnering. The pattern in the UK has been broadly in line with that seen in the rest of Europe.

The UK population is ageing but not as fast as the populations of many other EU25 countries. In 2004 there were four countries where the proportion of the population aged 65 and over exceeded the proportion aged under 16 – Italy, Greece, Germany and Spain. In the UK it is projected that this will not happen until the year 2014.

Population ageing is driven by both low fertility and decreasing mortality rates. Fertility rates have declined across Europe in the last 30 years with the lowest fertility rates in southern, central and eastern European countries.

In 2003 England and Wales had an average age at first birth of 26.9 years. Across the EU25, the average age at first birth ranged between 24.5 years in Lithuania and 29.2 years in Spain. In the EU25, the average age of new mothers has risen over the last three decades by around three years while at the same time there has been an increase in the rate of childlessness.

The UK, Ireland and the Netherlands stand out as European countries in which levels of childlessness have substantially increased. Childlessness in the UK has risen from around one in ten women born in the mid-1940s to around one in five women born in the late 1950s.

EMPLOYMENT OF ILLEGAL IMMIGRANTS

The UK Border Agency (UKBA) are currently imposing £10,000 fines for employing illegal migrant workers UKBA immigration officers continually carry out raids on employers, usually in the catering and hospitality sectors.

Officers normally plan their raids based on a tip off that a company is employing illegal workers, so any employer could be targeted.

Some of the employers featured on the programme are clearly aware that they are breaking the law, but others are merely ignorant of the law or just plain sloppy.

Illegal workers include Eastern Europeans from Romania and Bulgaria, who need permission to work, students with expired visas and people of visitors visas “helping out” whilst they are on holiday.

The UKBA introduced a civil penalty system for employers on 29 February 2008 as part of the Asylum and Nationality Act 2006.

Under section 15 of the Act, Employers found to be using illegal migrant workers will be served with a notification of potential liability (NOPL) by immigration staff carrying out enforcement and compliance visits.

The Illegal Working Civil Penalty Unit will then consider evidence provided by the visiting officer and decide whether to issue a notification of liability (NOL) and a civil penalty of up to £10,000 for each illegal worker.

If you are issued with a notice of liability and hit with a civil penalty having been found ‘guilty’ of using illegal migrant workers you have 28 days to:

- pay the civil penalty or fine in full
- submit a request to the ‘Illegal Working Appeals and Finance Section’ to pay by monthly instalments
- submit an objection against the service of the civil penalty to the UK Border Agency
- lodge an appeal against the service of the civil penalty to the County Court (England, Wales and Northern Ireland) or the Sheriff’s Court (Scotland)

If all that is not enough the UKBA publish details of employers “found liable to pay a civil penalty for employing illegal migrant workers” see Lists of civil penalties issued to employers.

A civil penalty requires a lower burden of proof – ‘on the balance of probabilities’ rather than ‘beyond reasonable doubt’ – than the former criminal offence, which was rarely imposed on employers.

CULTURAL CONFLICTS WITHIN COMPANIES & BEST PRACTICE MODELS

Where UK firms have failed to reap the benefits of best practices it is often due to a failure of execution. The successful adoption of promising practices involves five key phases – the Five Steps to Best Practice. Together they provide a route map for making best practice stick. The Five Steps are:

- **Evaluation:** the events that lead to the decision to adopt a best practice
- **Set up:** planning for the introduction of the best practice
- **Implementation:** the launch of the initial structural and organisational changes which are required to prepare the introduction of the best practice
- **Ramp-up:** the roll out to company wide use of the best practice
- **Integration:** the final stage of the adoption process, when firms achieve the anticipated benefits and the practice becomes part of the firm's routine

To be effective, best practices must be adapted to a firm's individual circumstances. Firms must learn, select, adapt, and incorporate new practices so that they become routine. To do this they must be open to new ideas, and able to recognise the value of external knowledge, assimilate and apply it commercially. Firms also need to overcome a number of barriers that inhibit adoption, namely: poor leadership; lack of understanding, communication and knowledge-sharing; and cultural resistance

(“Making Best Practice Stick”)Advanced Institute of Management AIM).

Due to the legislative requirements within the UK cultural Diversity its effects upon workers of all ethnic origins are covered in various UK laws and Total Quality management plans.

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