



# Analysis of the transferability of DiManT products - Italy

<http://www.in-diversity.eu/>

Lifelong Learning Program, LEONARDO DA VINCI PROJECT n° 2010-1-ES1-LEO05-21234



Workpackage Leader: Work Research Centre Ltd

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Partner: Training 2000, Italy

Due to the lack of time of the participants it was impossible to organize the focus group with all participants at one time. The Italian team decided to adopt the possibility of having joint interviews as a tool to collect the information needed. The interviews took place during September and October 2011.

The participants were experts in immigration and interculture for public administration offices (responsible for immigration and social affairs), entrepreneurs associations (CNA of Pesaro), trade unions, NGOs, cultural associations, migrants associations, etc.

The results of the discussions have been collected in the questionnaires handed out by the workpackage leader.

### Questionnaire on modifications to the Diversity management process (Questionnaire 1)

Below you will find an idealised process for implementing diversity management in enterprises. Please rate each of the activities listed in relation to how important you think they are for successful implementation of a diversity management policy in your country.

Phase and activity	Essential	Desirable	Not important
<b>Getting started</b>			
1. Canvassing support and identifying potential stakeholders in the process	X	X	
2. Scoping the project – setting objectives	X	X	
3. Setting up the project team and structure	XX		
<b>Identifying problems and opportunities</b>			
1. Gathering information	XX		
2. Analysing information	XX		
3. Reporting information	X	X	
<b>Organising solutions</b>			
1. Identifying and setting priorities	XX		
2. Finding solutions	XX		
3. Deciding on solutions to implement	XX		
<b>Implementation and monitoring</b>			
1. Develop and action plan	XX		
2. Implementing	X	X	
3. Monitor and Evaluate Activities	XX		

4. Feedback	XX		
<b>Monitoring and Evaluation</b>			
1. Outcome evaluation	XX		
2. Impact evaluation	XX		
3. Process evaluation	XX		

Are there other important activities that should be included, e.g. providing training?

Providing continuous training
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## Questionnaire on Proposed In-Diversity toolkit (Questionnaire 2)

Below you will find a list of tools to support the implementation of diversity management in enterprises. Please rate each of these tools in relation to how important you think they are for successful implementation of a diversity management policy in your country.

Phase and tool	Essential	Desirable	Not important
<b>Getting started</b>			
1. Stakeholder Identification Checklist	XX		
2. Promoting Diversity Management	XX		
3. Scoping Checklist	X	X	
4. Audit of Existing Activities	X	X	
5. Model Agreements	XX		
6. Communication Strategies	XX		
7. Establishing a Project Team	XX		
8. Process Checklist - Project Planner	XX		
<b>Identifying Problems and Opportunities</b>			
9. Information Sources Checklist	XX		
10. Demographic Profile of the Organisation	X	X	
<b>Organising Solutions</b>			
11. Creating criteria to prioritise problems and solutions	X	X	
<b>Implementation</b>			
12. Outline of an Activity Plan	XX		
<b>Evaluation and Consolidation</b>			
13. Indicators for Project Evaluation	XX		

Are there other important tools that are needed?

It is very important to detect the project's team motivation, in order to allow all employees to have a good relationship between colleagues.

## Group discussion protocol - Questions for focus group

### **1. What are the main issues that employers need to consider when making an employment decision about immigrants or people from diverse backgrounds?**

The main factor to be considered is the compatibility of the migrant worker with the working context in which the worker will be inserted. Based on the type of job there will be different criticisms. These criticisms should be known by the employer before hand in order to activate integration strategies. Often in the activity we carry out different colour people are not accepted easily. In this case preventive actions are needed not only for the final clients but also for immigrant worker which needs to be prepared to the context.

Another important element is the evaluation of the workers language competences. The biggest difficulties on the job appear when the worker is not able to communicate in an efficient way.

Employers should always analyze the immigrants documents so not to favour illegal immigration. Furthermore, very many employers prefer immigrant with families as it is easier to foresee their stay within the country and within the enterprise. Furthermore the employers should consider the immigrants residence as this ensures their arrival on time at work and their participation in activities which are out of the enterprises working hours, and which allows an easier integration of the immigrants within the local community.

### **2. What are the main elements of diversity management in enterprises?**

The most important element is to know that the integration process of different ethnicities, cultures and religions requires a high investment of resources.

The mentioned resources can be the following: time, qualified personnel, specific material and procedures for integration.

However the most important resource is training. It is necessary to invest in training of the team which is responsible for these problems within the enterprise.

Valorize and take advantage of the immigrants history/culture within the enterprise and allow his/her integration also outside the enterprise.

The main elements to be considered are the differences of each employee in order to respect him/her and integrate him at best.

### **3. Are there advantages in employing immigrant workers?**

The cultural diversity is a resource for the enterprise. Some ethnic groups are particularly incline in carrying out certain activities, thus obtaining higher results compared to other workers.

### **4. How can training help in diversity management?**

Training has an essential role in the integration process of immigrant workers in the enterprise. A technical-juridical training is needed to facilitate bureaucratic procedures necessary to carry out the job. In very many cases, most immigrants face difficulties with all bureaucratic procedures before facing the problems on the job.

Training is important for a reciprocal exchange of information. Informal training should also be considered and valorized also for the exchange of cultures.

#### **5. What are the three most important things that employers need to know about diversity management?**

The employer needs to know that he/she has to invest resources in the integration of workers. These resources should be interpreted as an investment which will allow the employer to take advantage of the cultural diversity and obtain competitive advantages.

Furthermore employers should consider the following:

1. Diversity is a positive and interesting resource;
2. We are all different, respect others as you are also different!
3. Your country is my country....I'm not a foreigner but an immigrant!

#### **6. What are the three biggest barriers to implementing a successful diversity management policy in enterprises?**

The biggest barrier is the fact that we do not have a system which recognizes diversity management in enterprise. The resources and the efforts invested in diversity management are often not recognized by anybody.

There is a common belief that immigrant workers (because of communication difficulties) are less productive in comparison to others.

In some cases, employers which hire immigrant workers are also seen with suspect. It is a tendency to believe that the employer takes advantage of people who are in need, managing to exploit them unfairly.

At last the Italian migration policies have very many barriers for immigrants, asking for certifications and guarantees for any activity which they would like to carry out.

1. Very little interest on behalf of most employers as they are mostly interested in profit and not in integration;
2. Lack of knowledge of migration phenomena in the country;
3. Different barriers on behalf of the migrant him/herself

#### **7. What kind of information is most important for diversity management in enterprises?**

The employers should have the knowledge about his/her employees professional competences (immigrants and non immigrants) and also about the workers communication skills.

The employer should also know the different cultures and habits of the immigrant workers, which sometimes is not adaptable to the type and timing of the work activities to be carried out.

If possible the employer should also get information on the immigrants family and the working conditions (if his/her family lives in Italy, if he/she lives in a regular house).

#### **8. What kinds of skills do employers need for diversity management in enterprises?**

The employers should have good communication skills in order to inform all employees about the diversity management process; furthermore he/she should have knowledge about regulations, different cultures which are present within the enterprise and any skill useful for integration processes.