

Pre-insertion analysis: why inserting an immigrant/protection holder in the company?

A good awareness of one's own business reality is always the first step in defining objectives in line with the business strategy. Asking the right questions is the best way to make an analysis of one's context and objectives.

The table here-below proposes a series of questions divided into "Opportunities Area" and "Risks Area". The list is not exhaustive, but illustrative, because questions by their nature are never exhaustive, as they tend to generate other questions.

Opportunities Area What needs can the company transform into opportunities?	Risks Area Which are the main obstacles?
<p>Does my company...</p> <ul style="list-style-type: none"> • have multilingual customers/suppliers? • have multiethnic customers? • aim to enter new markets in the country, abroad? • aim to enter niche markets which require multilingualism or multiculturalism? • obtain added value from a multiethnic staff? • have a strong R&D activity? invest in innovation and need diversified teams to enhance the exchange of ideas? • need profiles that are difficult to find among natives? • need to valorize traditional handicrafts that are at risk of extinction? • need to increase the loyalty of human resources (due to excessive turnover)? • ... 	<ul style="list-style-type: none"> • Is the opportunity to ethnically diversify staff consistent with the company's mission, with the product or service? • Are there any tasks that may not be suitable for foreigners? For what reasons? • How can customers/suppliers react to a multi-ethnic and multi-lingual staff? • What is the impact of legislation on residence and work permits for non-EU foreigners on the company? • Is the company culturally ready for the integration of multi-ethnic staff? If not, which may be the obstacles/problems? • How may the company react to cultural differences? • ...

If the analysis results in opportunities than risks, a more detailed assessment can be carried out, focusing on Strengths and Weaknesses of the organization with respect to the integration of new immigrants/refugees.

The following check-list, where each question is asked in terms of YES/NO, may support the evaluation. The "NO" answers indicate the areas to be covered or improved. They require further analysis in order to define any corrective or mitigation measures, to prevent and manage risks in the best possible way.

Check list of company strengths and areas of improvement

External stakeholders	
Has the company got contacts with local bodies which can help provide information, carry out procedures (bureaucratic-administrative), provide intercultural mediator, courses on language and security/safety, etc.?	Y/N
Applications and selection	
Does the company rely on external bodies for the search of foreign candidates? Does it use the self-application channel?	Y/N
Can the company independently manage linguistic and intercultural aspects during the selection phase?	Y/N
Can the company evaluate candidates' needs and skills when selecting and joining the company?	Y/N
Company staff	
Has the company already got a multi-ethnic and diversified staff (age, gender, skills, etc.)? Are foreign languages spread (English, French, etc.) within the company, usable as vehicular languages with the new entries?	Y/N
Has the company got new immigrants/refugees who can act as buddies/cultural mediator/interpreters for the new entries?	Y/N
If case the company has foreign workers, is their participation in company life encouraged on equal basis with other employees?	Y/N
On the basis of company's culture are the staff and direct managers willing to welcome "new immigrants"? Might there be obstacles (e.g. people with non-permanent contracts? existence of prejudices within the staff? problems with the Unions?)	Y/N
Job placement	
Is the knowledge of language (spoken, written, read) relevant for the tasks the immigrant is expected to be employed for? If so, how much?	Y/N
Has the company already got any material to help newly recruited foreign employees (welcome kit, company code, security manual, etc.)?	Y/N
Does the company need specific tools for foreign workers who may have problems to access to information or to learn the work language?	Y/N
Is the company location easily reachable by people who do not have a car/driving license?	Y/N
Work organization	
Has the company got a flexible work organization (e.g. shifts, procedure, etc.)? Can it assure shifts/pauses compatible with special needs (e.g. prayer, religious holidays...)?	Y/N
Can the company dedicate small private spaces to pray moments?	Y/N
Is it easy to find people within the company with the motivation and soft skills to play the role of buddy or mentor?	Y/N
Training and competence development	

Are HR and area managers trained on diversity management and intercultural communication?	Y/N
In addition to technical and professional training, does the company also train employees on soft skills? On intercultural communication?	Y/N
Does the company train managers and chiefs on managing and valuing diversity?	Y/N
Are professional growth paths for foreign workers (even those with low levels of schooling) feasible within the company?	Y/N
Has the company got a diversity management policy?	Y/N
...	Y/N
...	Y/N
...	Y/N

