



EUDiM

Managing Cultural Diversity in Small and Medium-Sized Organizations

Results Austria



Expert interviews & Focus groups

Difficulties immigrants face



Discrimination – negative social climate

- In daily life
- During recruitment:
 - foreign name,
 - picture (even when AT diploma),
 - importance of networks
- Generally treated as inferior
- Not considered a serious business partner
- Media representations

Lack of knowledge

- On subtle cultural differences
- Cultural knowledge (popular knowledge, trends)
- Recognition of qualification

Bureaucracy

- Difficulties with residence and work permit
- Red White Red-Card for highly qualified persons, but difficult to obtain
- Who is a „key worker“? Which qualifications does Austria lack? Who decides?
- Complicated and laborious process



Most difficulties subtle/hard to grasp or related to legal procedures



Diversity Management activities in organizations



Best Practice:

- Events where different cultures are presented
- Language courses
- Activities together, e.g. lunch -> on personal level
- Flexibility regarding working times
- Respect of personal issues
- -> Mostly informal

Suggested:

- Integrate diversity into code of conduct
- Recruitment
- Train recruiters to avoid unconscious bias
- Interview guidelines
- Employer branding – focus on addressing immigrants (customers, potential employees and business partners etc.)
- Use migrant media
- Include respect for diversity in employment contract



Activities at societal level



**Targeted at
individual
immigrants**

Mentoring for migrants

- Build network
- Get to know Austrian job market
- Raise awareness

**Targeted at
companies &
organizations**

Charter of Diversity

- Companies
- Voluntary, no monitoring

Gesellschaftsklimabündnis – „Alliance for Social Climate“

- Organizations
- Compliance monitored



Success factors



Societal level

- Schooling
- „Welcome Culture“
- Media reporting
- Reform visa process for highly qualified immigrants
 - More individual approach
 - Improve awareness of employees, cultural training
 - More flexible
 - Advice
- Dialogue

Individual (migrant) level

- Language
- Communicate!
- Recognition of qualifications
- Cultural awareness
- Report discrimination
- Self-confidence
- Network

Organizational level

- Support by top management
- Systemic approach
- Embedded in vision/strategy
- Communication within company
- Raise awareness
- Training to sensitize employees
- Cultural change!



Diversity Management in SME



- Not pro-active DiM, only after problems arise
- Few resources for DiM: financially, personnel, time
- Prejudices, discrimination, e.g. due to foreign name during recruitment
- Difficulties with legal procedures
- Cannot meet requirements (guarantee employment)
- Complicated and lengthy process: don't have the resources
- RWR-Card is bound to one company
- Limited career paths – not as attractive to highly qualified immigrants



However, DiM in SME doesn't need to be very elaborate/complex



Co-funded by
the European Union

Survey

organizational level

Demographics



Number of organizations (n): 38 (status April 29)

Size of participating organizations (median): 70 employees

Foreign staff from EU countries (median): 8 employees

Foreign staff from non-EU countries (median): 2 employees

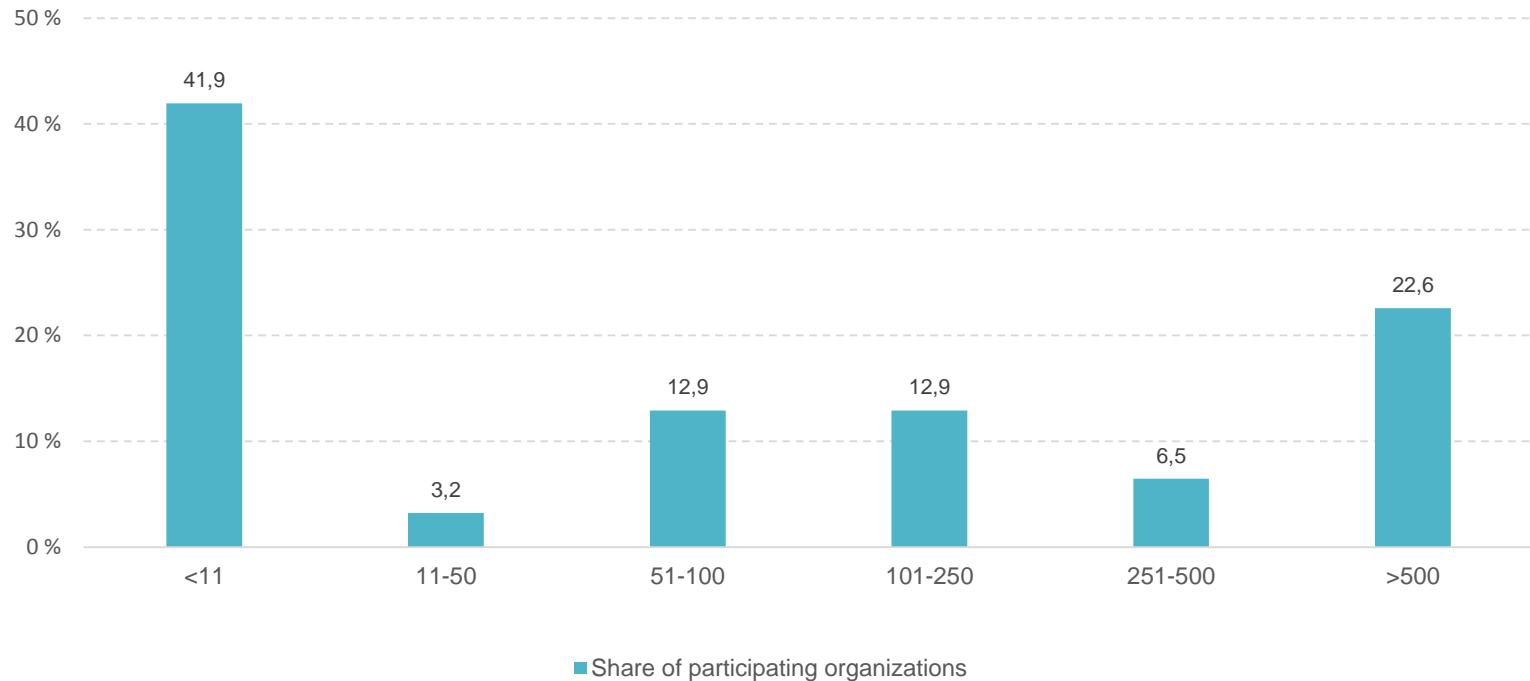
Time already dealing with diversity issues (median): 6 years



Demographics



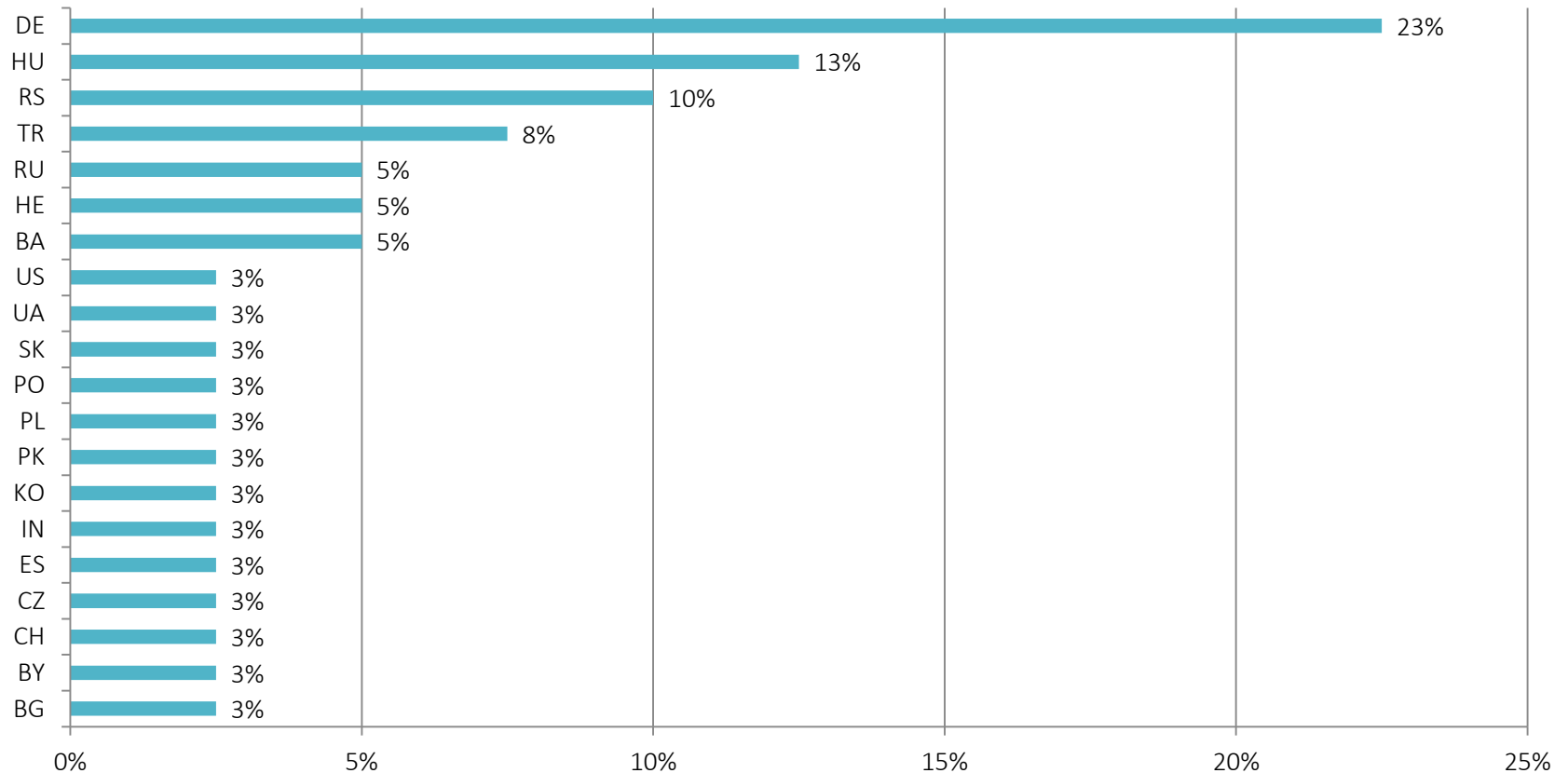
How many people does your organization employ?



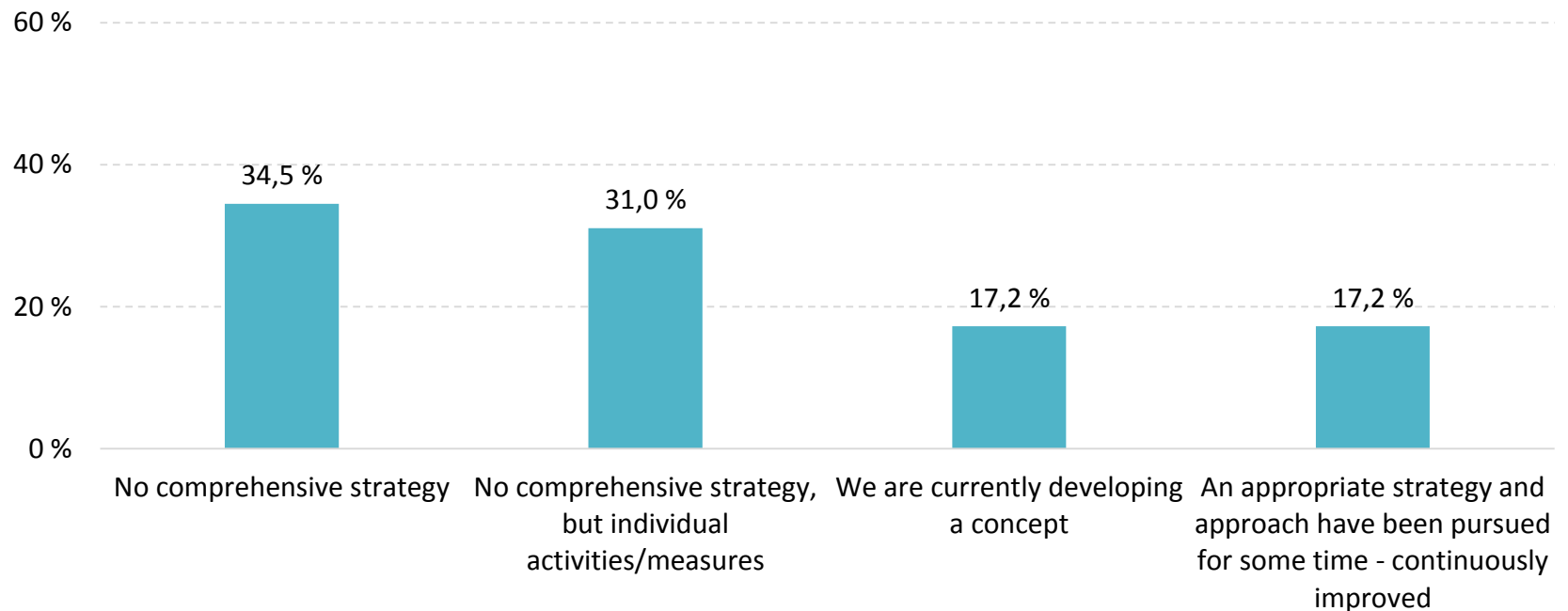
Demographics



The three most common countries of origin of the organization members (excluding Austria)



Do you have a strategy for the management of cultural diversity?



Reasons



Reasons for integrating cultural diversity in the corporate strategy



Instruments – Integration 1

Recruiting & Training

Extremely

5

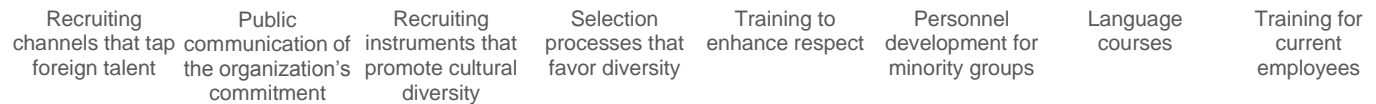
4

3

2

Not at all

1

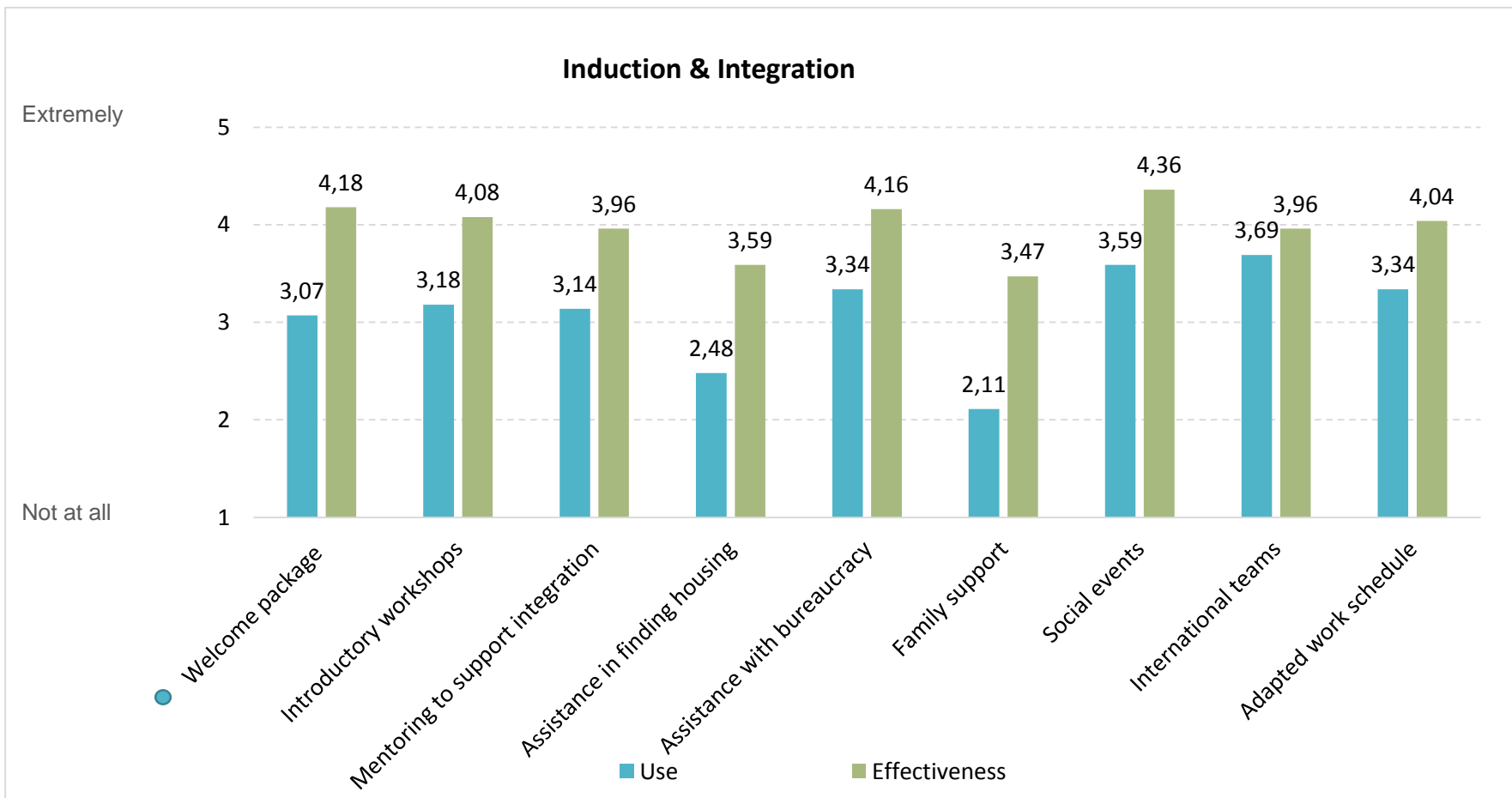


■ Use

■ Effectiveness



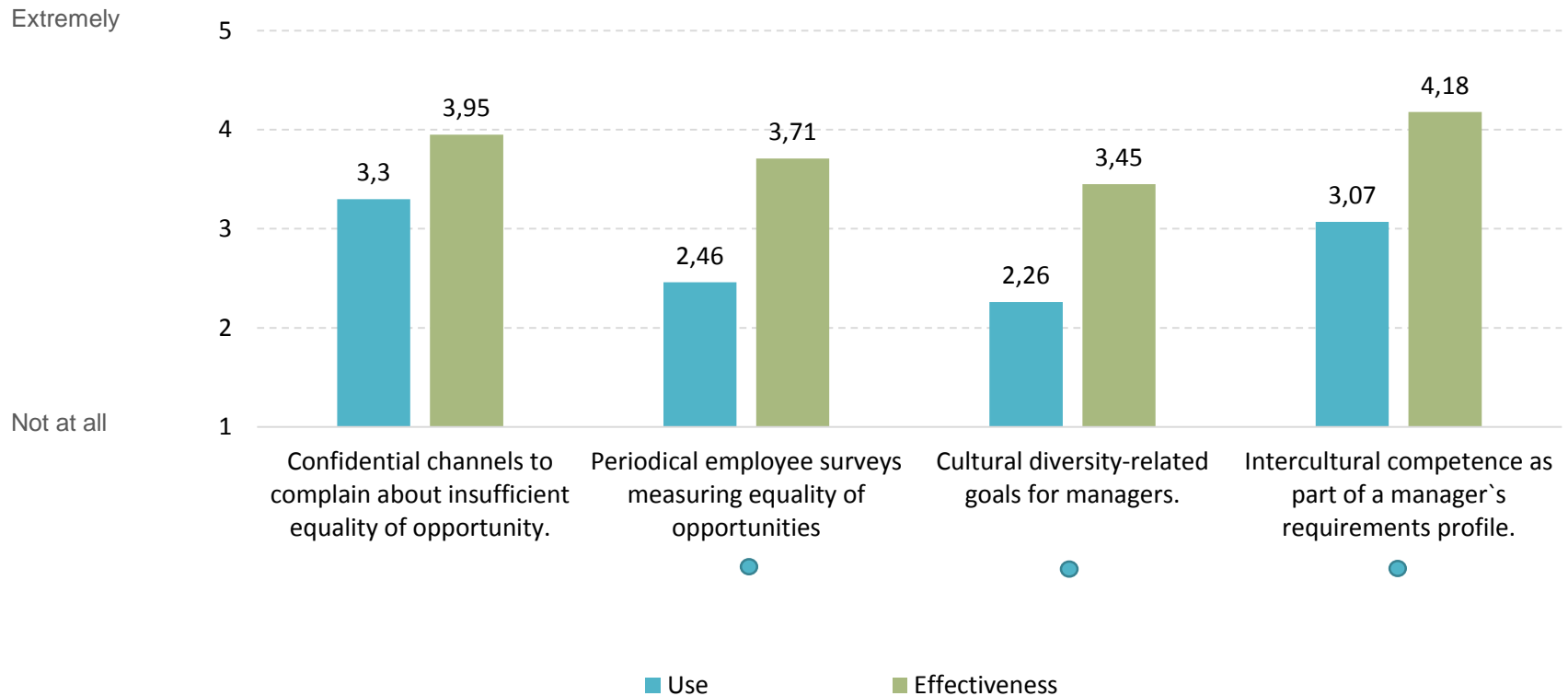
Instruments – Integration 2



Instruments – Integration 3



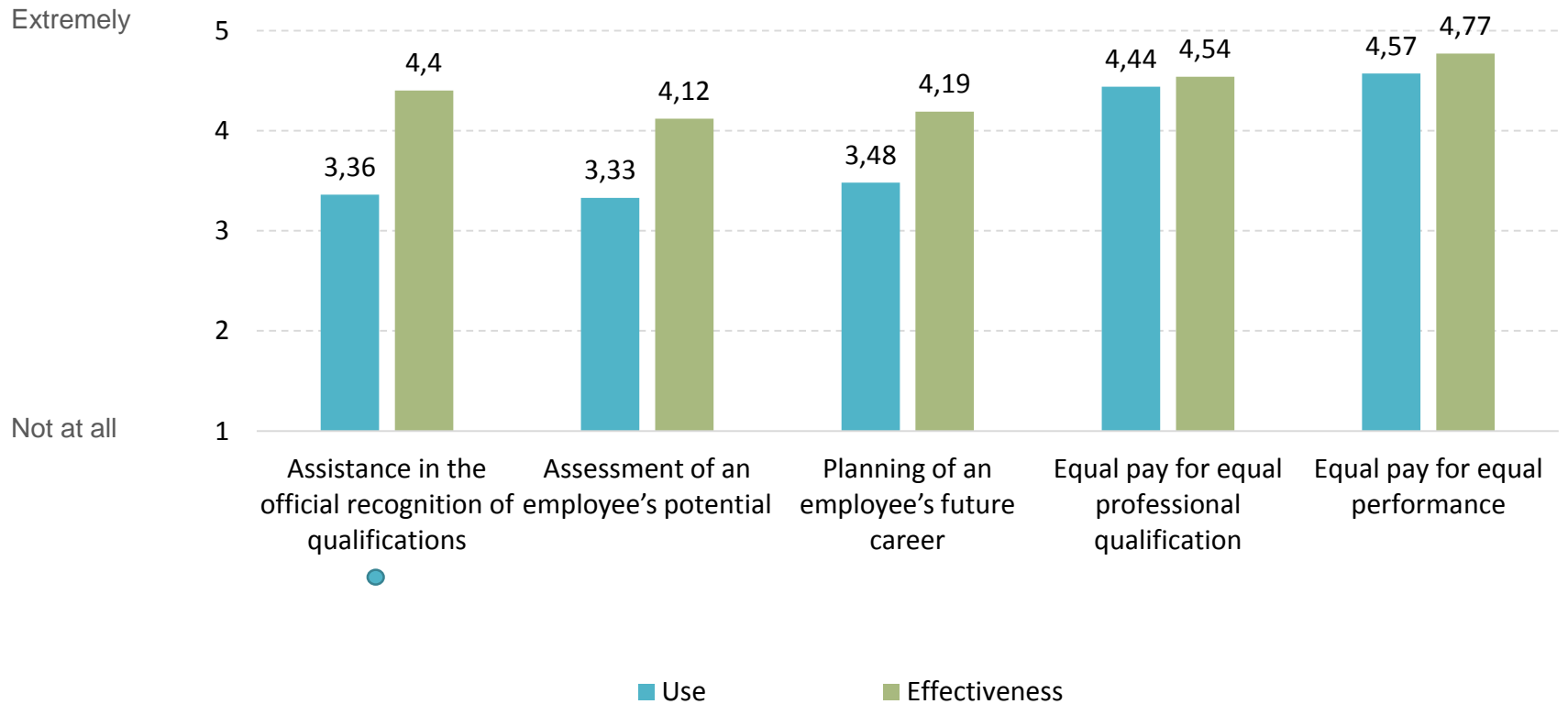
Managing the diversity performance of managers



Instruments – Integration 4



Career development & compensation



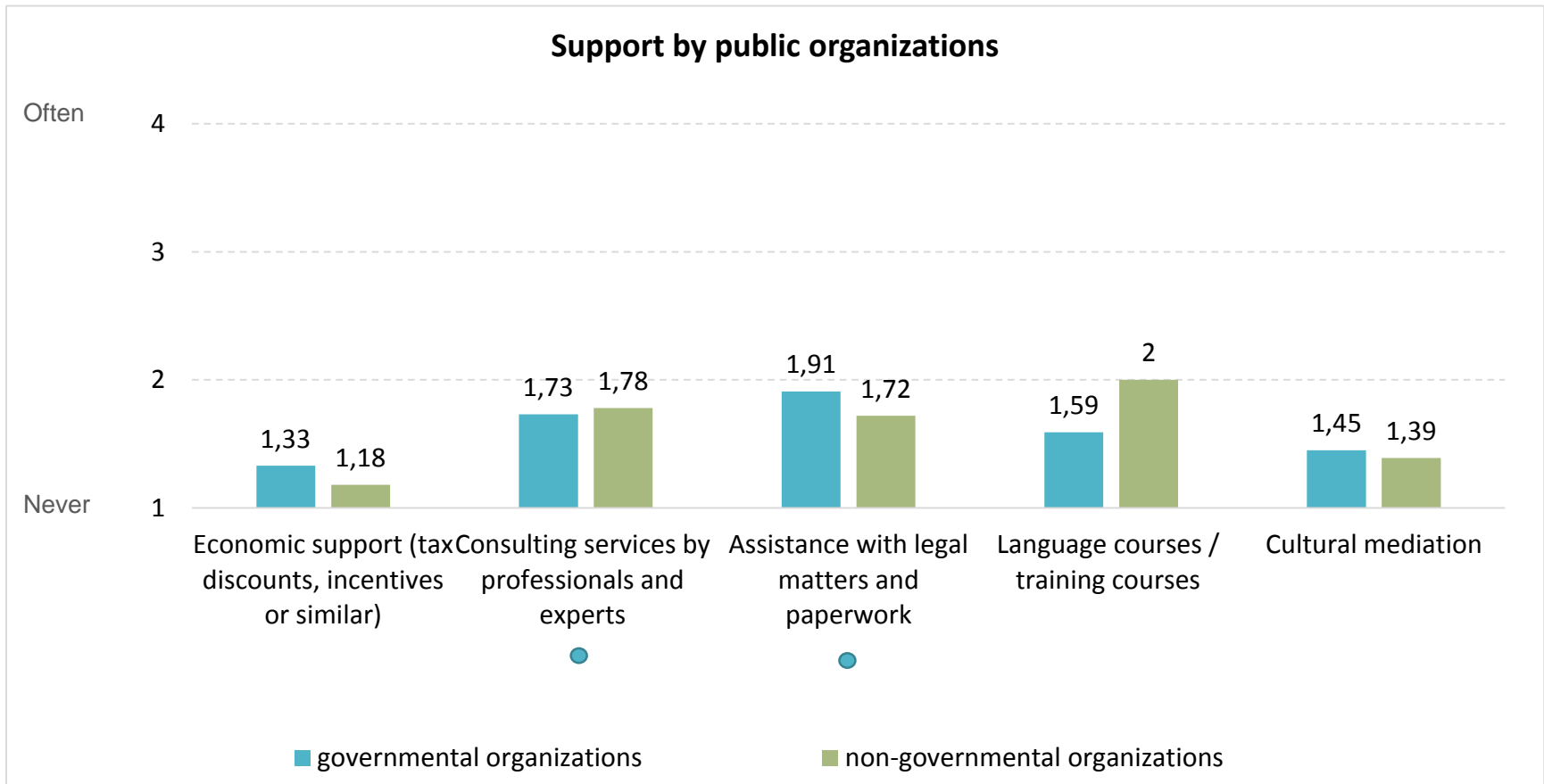
Difficulties



Difficulties with introducing diversity management measures



Support



Outcomes



Effects of cultural diversity management in the organization ●



Implications & Recommendations

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Activities at organizational level rated the most effective (but not used as much)

- Induction & Integration
 - Welcome package
 - Assistance with bureaucratic and legal matters
 - Social events to get to know each other
- Diversity performance of managers
 - Intercultural competence as part of a manager's requirements profile
- Career development
 - Assistance in the official recognition of qualifications
 - Assessment of an employee's potential
 - Planning of an employee's future career



Implications & Recommendations

- Many measures rated as effective do not require much effort or resource from the organization
- In SME, there is no need to institutionalize DiM; Rather, pay attention to individual employees.

