

TABLE OF CONTENTS

OVERVIEW	7
PART I: INTRODUCTION	9
1. PROBLEM STATEMENT	9
2. RESEARCH PROCESS.....	10
PART II: LITERATURE REVIEW.....	15
3. SOURCES OF THE LITERATURE REVIEW	15
4. IMPORTANT FIGURES.....	15
5. BARRIERS TO EMPLOYMENT	19
6. PROGRAMMES AND INITIATIVES	23
PART III: SURVEY.....	25
7. SURVEY SAMPLE.....	25
8. ORGANISATIONAL DEMOGRAPHICS	26
9. EXPERIENCES WITH EMPLOYING AND WORKING WITH A CULTURALLY DIVERSE WORKFORCE.....	29
10. DIVERSITY MANAGEMENT.....	33
PART IV: INTERVIEWS	37
11. INTERVIEW SAMPLE.....	37
12. SYSTEM OF CATEGORIES.....	38
13. PERSONAL BELIEFS	50
14. EMPLOYERS' BELIEFS.....	55
15. DIVERSITY	62
16. DIVERSITY MANAGEMENT.....	64
17. TEAM MANAGEMENT AND GENERAL WORK MANAGEMENT	68
18. NEW ZEALAND WORKPLACE CULTURE	71
19. THE IDEAL EMPLOYEE	78
20. MIGRANTS' STRENGTHS	85
21. RECOMMENDATIONS – IMMIGRATION PROCEDURES	87
22. RECOMMENDATIONS – SUPPORT SERVICES	88
23. RECOMMENDATIONS FOR APPLICATION BEHAVIOUR	90
24. RECOMMENDATIONS FOR EMPLOYERS	92
25. RECOMMENDATIONS FOR MIGRANTS	97
26. RECOMMENDATIONS BOTH FOR EMPLOYERS AND MIGRANTS.....	103
PART V: FOCUS GROUPS.....	104
27. FOCUS GROUPS	104
28. RESULTS – EMERGING THEMES	106
29. CONCLUSIONS.....	113
PART VI: WORKSHOP	114
30. OBJECTIVES OF THE WORKSHOP.....	114
31. OUTPUT.....	114
PART VII: OVERALL CONCLUSIONS.....	120
32. A MORE COMPREHENSIVE PICTURE.....	120
33. GENERAL CONCLUSIONS	122
34. SPECIFIC SUGGESTIONS	122

35. OUTLOOK AND THANKS 126

PART VIII: REFERENCES AND APPENDICES.....127

REFERENCES 127

APPENDICES 131

LIST OF TABLES

Table 1: Employment and Unemployment Rates in New Zealand (DoL, 2003).....	17
Table 2: Labour Market Outcomes and Length of Residence (DoL, 2003)	17
Table 3: Barriers to Employment by Frequency in Studies	21
Table 4: Initiatives and Programmes	23
Table 5: Socio-demographic Data of Participants and Demographics of Participating Organisations	25
Table 6: Employees' National/Ethnic Background of Participating Organisations	26
Table 7: Employees' Professions, Tasks and Job Titles in Participating Organisations	27
Table 8: Organisational Composition Regarding Cultural Diversity by Industry	28
Table 9: Means, Standard Deviations and Correlations of Dependent Variables.....	29
Table 10: Advantages of employing migrants	29
Table 11: Disadvantages of employing migrants.....	30
Table 12: Reasons for not employing migrants	31
Table 13: Reasons for not employing migrants by industry	31
Table 14: Human Resource Management practices – Implementation and future interest.....	33
Table 15: Profiles of Interview Partners	37
Table 16: Personal Beliefs	50
Table 17: Personal Attitudes towards Diversity, migrants and cultural differences....	50
Table 18: Employers' Attitudes towards Migrants	55
Table 19: Employers' Attitudes in relation to certain issues	56
Table 20: The Current Climate in Employers' Attitudes	56
Table 21: Employers' Attitudes	57
Table 22: Employers' Rationales	57
Table 23: Migrant Related Issues	59
Table 24: Employers' Beliefs	61
Table 25: Advantages of Diversity	62
Table 26: Diversity Management.....	64
Table 27: Accommodating Migrants Needs	64
Table 28: Team Management	68
Table 29: Work Management	69
Table 30: New Zealand Workplace Culture	71
Table 31: Work Styles	71
Table 32: 'Ideal Employee' - Skills, Education and Qualifications	78
Table 33: 'Ideal Employee' - Desirable Workplace Behaviour.....	79
Table 34: Person vs. Relationship – Oriented Behaviours	80
Table 35: Person and Relationship – Oriented Behaviours in total	80
Table 36: 'Ideal Employee' – Undesirable Workplace Behaviour (UWB).....	82
Table 37: UWB related to RO and PO.....	82
Table 38: UWB related to migrants and employees in general	82
Table 39: Migrants' Strengths	85
Table 40: Recommendations for Employers.....	92
Table 41: Recommendations for Migrants	97
Table 42: Attitudes and Approaches to work	97
Table 43: Profile of FGD Participants	105
Table 44: Socio- demographic Data on FGD Participants.....	105
Table 45: Large Group Forum - Tally of scores	117

LIST OF FIGURES

Figure 1: Research Plan.....11
Figure 2: Barriers to Employment..... 22
Figure 3: The System of Categories..... 40
Figure 4: Addressing Barriers through Change Management.....123

LIST OF APPENDICES

APPENDIX 1: Information Sheet and Survey Questionnaire 133
APPENDIX 2: Information Sheet and Interview Guideline..... 140
APPENDIX 3: Information Sheet and Questions for Focus Groups 146
APPENDIX 4: Outline and Questions of the Workshop 149

OVERVIEW

Although New Zealand's economy is close to full employment New Zealand employers' are reluctant to employ skilled migrants. This research project on facilitating migrants' entry and integration into the New Zealand workplace aims at

- getting an in-depth understanding of what lies behind this mismatch from an employer's as well as a migrant's perspective
- learning from experiences employers and migrants have when working together within an organisation and
- giving recommendations on how an awareness for cultural diversity can be promoted and intercultural understanding can be increased through information and diversity management tools.

In the first part of the report a problem statement is presented referring to issues of migrants' employment issues in New Zealand and cultural diversity at the New Zealand workplace. The research process is described leading to the second part of reporting the findings from the various research steps. Based on a literature review on previous research outputs on migrant employment issues in New Zealand a quantitative survey was conducted with 100 members of the Wellington Regional Chamber of Commerce to learn about organizational demographics and their experiences in employing and working with new migrants and managing a culturally diverse workforce. To get a more in-depth understanding of workplace related issues 18 qualitative interviews were conducted with employers, Human Resource managers, service providers and recruitment agencies in the Wellington and Auckland region. To gain a more comprehensive picture five focus groups with migrants of different ethnic background (Chinese, Indian, Pilipino, Zimbabwean and German) were conducted to learn about their employment and working experiences in New Zealand. This part of the research has been conducted and is written by Maria Socorro Diego who is a PhD candidate at the School of Psychology, Victoria University of Wellington. Two workshops with migrants complement the picture of main barriers migrants are facing in New Zealand and potential solutions to facilitate their entry and integration into the New Zealand workforce. In the last part, conclusions from all these different perspectives are drawn and recommendations are given to better support the migrants' settlement process.

Due to the large amount of information from diverse sources, main conclusions are summarized throughout the report, which are put into boxes for better readability.

The intention of the research is to provide information for employers and migrants on important employment and workplace issues, to gain knowledge about each other's perceptions to reduce the probability of misunderstandings and misleading expectations and to provide feedback on the development of services and tools that can be used to improve migrants' integration into the workforce.

PART I: INTRODUCTION

1. PROBLEM STATEMENT

Migrants shall obtain employment appropriate to their qualifications and skills and are encouraged to participate fully in New Zealand's multicultural society while maintaining their own heritage.

New Zealand Immigration Settlement Strategy, 2003

Although New Zealand's economy is close to full employment New Zealand employers' are reluctant to employ skilled migrants. Previous research by the Centre for Social Research and Evaluation (McIntyre, Ramasamy & Sturrock, 2003) found that aside from lack of interview skills, New Zealand work experience and difficulties in qualification recognition – negative attitudes of employers towards migrants are one of the major barriers to migrants entering New Zealand organisations.

Ward and Masgoret (2004) found, that even for equally qualified candidates with the same level of written English communication migrants were less invited to job interviews. The Equal Employment Opportunities Trust (EEO, 2000) identified unfair barriers to employment for specific groups of people due to different accent and culture. One in five migrants perceived discrimination, half of them when applying for a job (DoL, 2004). Programmes¹ have addressed practical barriers facing migrants, but employers' resistance to hiring job seekers has not yet been addressed (McIntyre, Ramasamy & Sturrock, 2003).

One major goal of the National Immigration Settlement Strategy from 2003 is that migrants shall obtain employment appropriate to their qualifications and skills and are encouraged to participate fully in New Zealand's multicultural society while maintaining their own heritage. But recent statistics and research show that there are issues of social inequality and discrimination with reference to one essential settlement goal: the employment and equal participation of migrants at the labour market. There is need to understand why this settlement goals has not been achieved yet and where potential solutions lie.

Currently, most research dealing with migrants' employment has been conducted in specific industries and regions and is mainly based on data from the labour market. There are no concrete figures about employment issues and the composition of the workforce in the Wellington region and the experiences employers have when employing migrants and managing a cultural diverse workforce and migrants have when working in a New Zealand based organisation.

¹ Projects have started with targeted trainings, specialised case management, employment assistance, improving language, job search and interview skills as well as looking for realistic job options. There is also the need to better assess migrants' qualifications and English skills as well as the demand of the local labour market.

2. RESEARCH PROCESS

2.1 Research Objectives

This research project on facilitating migrants' entry and integration into the New Zealand workplace aims at

- getting an in-depth understanding of what lies behind this mismatch from an employer's as well as a migrant's perspective
- learning from experiences employers and migrants have when working together within an organisation and
- giving recommendations on how an awareness for cultural diversity can be promoted and intercultural understanding can be increased through information and diversity management tools.

Need for Research:

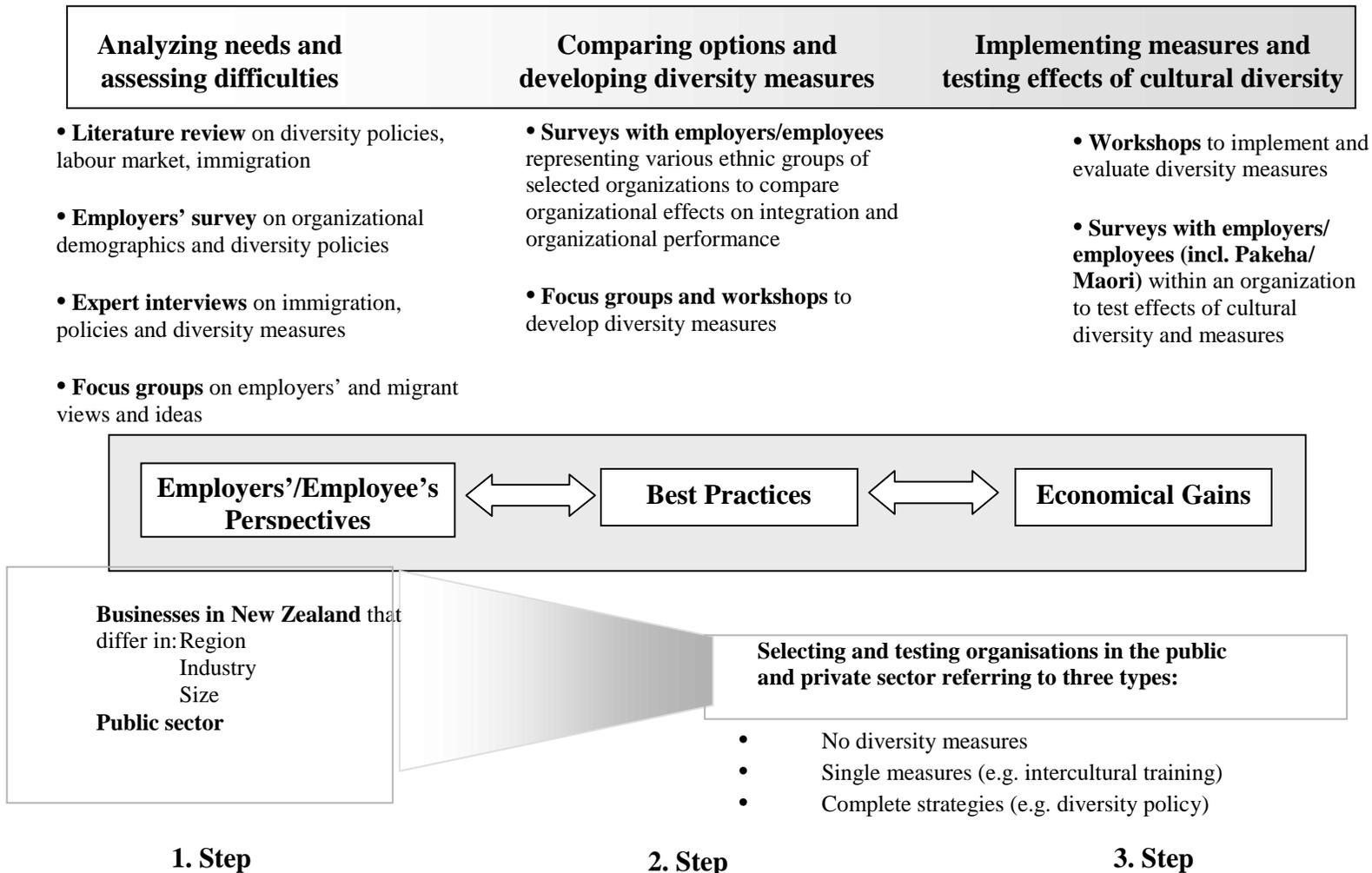
- Research on an organisational level and across industries, regions and ethnic groups: On organisational level across industries and ethnic groups to learn about specific issues for migrants in the New Zealand context as well as similarities and differences between different ethnic groups
- Research on workplace experiences of employed migrants from employers' perspectives and employees' perspectives: Knowledge is not only needed about facilitating migrants' entry into the New Zealand workplace but also their integration at the New Zealand workplace
- Research on tools and measures to improve the integration of migrants at the workplace: There is a need not to only look for the barriers but also to look for ways to improve employment situation of new settlers and achieve settlement goals.

] The overall goal of the research is to gain insights into how to address diversity management at the New Zealand workplace for different migrant groups and employers and to improve communication and co-operation among local and foreign employees. The gained knowledge can be used to integrate into the development of services that can be used to improve migrants' integration into the workforce and of tools for both migrants and employers on general issues (like addressing gains of diversity, the needs of diversity management and the influence our cultural background has on our workplace behaviour) and organisation specific issues (public versus private sector, industry, e.g. health sector, ethnic groups working in the respective organisation).

2.2. Design and Methods

Within this research project the first and second step of the research plan (Figure 1) on facilitating migrants' entry and integration into the New Zealand workplace were conducted, whose findings will be presented in this report.

Figure 1: Research Plan



Five different sources of information and data gathering were used in the following chronological order:

1. A New Zealand specific literature review
2. A quantitative survey with hundred members of the Wellington Regional Chamber of Commerce
3. Eighteen qualitative interviews with Human Resource managers, Recruitment Agencies, Service Providers and Employers in the Wellington and Auckland region
4. Five culturally homogeneous focus groups with migrants of different ethnic backgrounds living in the Wellington region
5. One culturally heterogeneous workshop with representatives of different ethnic groups around New Zealand.

2.3 Survey: Goals and Method

The goals of the survey were:

- to identify critical fields with regard to industry, market and size of the organisations as well as with regard to national, ethnic and professional background of migrants and
- to learn about specific organisational needs in employing migrants, facilitating co-operation among people of diverse cultural backgrounds and managing a culturally diverse workforce.

An online survey was developed that consisted of open-ended and closed questions including Likert-Scales. The questionnaire consisted of 7 sections with question on:

1. the organisation
2. concerning migrants
3. gains and barriers in the employment of migrants
4. human resource management practices
5. demographic composition of the organisation
6. personal background information of the participant
7. future research and development

The information sheet and questionnaire is attached in

APPENDIX 1.

2.4 Interviews: Goals and Method

Qualitative in-depth interviews were conducted with employers, human resource managers, recruitment agencies and service providers who have an expertise in employing migrants and managing a culturally diverse workforce.

The interview partners came from the Wellington and Auckland region working in different industries in organisations of New Zealand and foreign ownership of a range of sizes. One goal was to look for common issues and suggestions as well as differences between employers due to industry, ownership, size and region.

The interviews aimed at learning about

- general aspects of the New Zealand workplace, including recruitment, selection and management practices as well as
- the specific experiences the interview partners have with employing and working with people of culturally diverse background.

The questions referred to:

- the personal professional and organisational background of the interview partner
- the organisational recruitment and selection procedures as well as human resource and management practices
- expectations of employees
- experiences with employing migrants
- explanations for migrants' difficulties in finding employment
- recommendations for migrants and employers regarding application and integration as well as
- perceived advantages and disadvantages of a culturally diverse workforce.

The information sheet and interview guideline is attached in APPENDIX 2.

2.5 Focus Groups: Goals and Method

Small Group Discussions (Focus Groups) were conducted with migrants from Asia and Europe who comprise more than 50% of the migrant pool. The focus groups were each homogeneous by ethnicity and involved ethnicities representing those two different regions, specifically referring to migrants from Northeast Asia (China), Southeast Asia (Filipinos), South Asia (Indians), Western Europe (Germans) and additionally from Africa (Zimbabwe). All of the participants had New Zealand working experience and were New Zealand residents. The focus groups were conducted by Maria Socorro Diego facilitated by a member of the specific migrant group.

The goals of the focus groups were to look for

- common experiences and suggestions among the diverse migrants groups regarding employment and working in New Zealand as well as
- differences in experiences, perceptions and settlement strategies between the ethnic groups due to their cultural specific background.

Topics of the focus groups included:

- Experiences in obtaining a job and being hired for the job
- Workplace assessment (selection, job design, performance review, rewards structure, peer/supervisor relationships, overall organisational culture of NZ organisations),
- Actual workplace experiences (same as above topic areas)
- Reactions/Feelings to the workplace experiences

The information sheet and questions of the focus groups are attached in APPENDIX 3.

2.6 Workshop: Goals and Method

The workshop was conducted with representatives of the New Zealand Federation of Ethnic Councils to learn about their needs regarding settlement issues and respective research.

The meta-plan technique was used to collect anonymously and independently the participants perspectives on issues they need to learn most about and issues they know the least about. The goal of the workshops was to identify three key issues of informational needs to provide ethnic groups with.

The outline and the questions of the workshop are attached in APPENDIX 4.

PART II: LITERATURE REVIEW

3. SOURCES OF THE LITERATURE REVIEW

The literature review refers to 38 sources from government-linked research reports (e.g., Department of Labour, Equal Employment Opportunity Trust, Ministry of Social Development, New Zealand Immigration Services, Statistics New Zealand, Office of Ethnic Affairs, Work and Income New Zealand) and university-based research projects (e.g., led by Richard Bedford, Anne Henderson, Elsie Ho, Paul Spoonley, Andrew Triln, Arvind Zodgekar).

Twenty one of these Research Reports are linked to recent statistics and seventeen studies include various, mainly qualitative methods. Qualitative interviews predominate, followed by focus groups and surveys. These studies have a strong focus on the public sector and the IT industry and address specific ethnic groups, e.g. migrants from China, Russia, Sri Lanka, and in particular qualified migrants.

- Important figures on New Zealand's demography and signs of social inequality with regard to migration and employment
- Barriers to employment
- Existing initiatives and programmes and future needs
- Options for how to address changes and facilitate migrants' entry and integration into the New Zealand workplace.

4. IMPORTANT FIGURES

There are important figures to note as a baseline for discussion as well as indicators source to raise awareness for social inequality and the need to address issues of cultural diversity.

New Zealand's demographics:

- Ethnic composition of New Zealand population in 2001: 67% new Zealanders identifying themselves as of European ethnicity, 15.5% Maori and 17.5% of other ethnic groups, 7.9% identifying with more than one ethnic group (Zodgekar, 2005).
- 37% of the new migrants are coming from Europe (with the UK being the largest group), South Africa and North America; 49% of the new migrants are coming from Asia with India and China being the largest source countries (DoL, 2003).
- 12.8% of the new migrants come from North East Asia (mainly China); Asian migration has increased 240% during the last 10 years (NZIS, 2004).
- Net migration from traditional sources decreased to 41.5% between 1997 and 2001 and increased for non-traditional source countries to 58.5% (Bedford, 2004).

Migrants' Qualifications:

- Migrants are twice as likely to have university qualification (Office of Ethnic Affairs, 2002).
- The largest group of work permits was the “General” category issued to address skill shortages (38%) (NZIS, 2001).
- More than half of applicants for residence had completed post-school study, had good English language skills, more than two-thirds spoke more than one language well (DoL, 2004).
- The largest amount of people born overseas work as professionals. Within regions Singapore (South East Asia), Hongkong (North East Asia) and India (South Asia) are the exceptions by having the highest amount of migrants working as professionals and managers (Statistics NZ, 2002).

When looking at employment and unemployment rates, there are clear discrepancies between different ethnic groups and the regions where migrants are coming from (see Table 1 and Table 2).

Issues of Social Inequality:

- There is 7% unemployment in New Zealand: The lowest rate accounts for New Zealand European and British migrants (6%), the highest for Africans (18%), Maori (17%), Latin Americans (16%) and Pacific Islanders (16%) (Statistics NZ, 2002).
- English speaking males aged 25 to 44 from North-East Asia, South Asia and Pacific Islands (belong to least qualified group) have the highest unemployment rates (DoL, 2003).
- South Africans, North Americans, British, Irish, Western and Eastern Europeans have higher employment rates (DoL, 2003).
- After 2 years of residence in New Zealand male and female migrants from English speaking countries have the highest employment rates (DoL, 2003).
- Migrants from Western and Eastern Europe have their highest peaks of employment after 5 years in New Zealand (DoL, 2003).
- Migrants from North East Asia, South Asia and Pacific Islands don't reach parity in labour market outcomes (labour force participation, employment, unemployment rates/income) after ten years of residence in New Zealand (DoL, 2003).
- Male migrants with vocational qualifications tend to have higher labour force participation than male migrants with university qualifications (DoL, 2003).
- There is an inequality in income for migrants from non-traditional sources (NZIS, 2003; Winkelmann & Winkelmann, 1998; Zodgekar, 2005).

Employment Rates ² (%)					Unemployment Rates ¹ (%)				
Born overseas	Males ³		Females ²		Born overseas	Males ²		Females ²	
1.	South Africa and North America	90.5	UK and Ireland	76.1	1.	Northeast Asia	9.6	South Asia	10.6
2.	UK and Ireland	90.2	South Africa and North America	73.5	2.	South Asia	9.3	Pacific Islands	8.6
3.	Western and Eastern Europe	85.3	Western and Eastern Europe	69	3.	Pacific Islands	8.2	Northeast Asia	6.7
NZ born	86.1		71.3		NZ born	4.9		5.0	

Table 1: Employment and Unemployment Rates in New Zealand (DoL, 2003)

Time of Residence ⁴	Best Labour Market Outcomes ⁵
After 2 years:	South Africa, North America, UK, Ireland
After 5 years:	Western and Eastern Europe
After 10 years:	Southeast Asia
No Parity after 10 years:	Northeast Asia, South Asia, Pacific Islands

Table 2: Labour Market Outcomes and Length of Residence (DoL, 2003)

² Department of Labour (2003)

³ English speaking, aged 25 to 44

⁴ For English speaking males and females, aged 25 to 44

⁵ Department of Labour (2003)

One major goal of the National Immigration Settlement Strategy from 2003 is that migrants shall obtain employment appropriate to their qualifications and skills and are therefore encouraged to participate fully in New Zealand's multicultural society while maintaining their own heritage.

The demographic figures show, that there are issues of social inequality and discrimination and that the settlement goal of employment and equal participation at the labour market has not been fulfilled yet.

There are several issues to note that help to identify critical fields of social inequality and discrimination.

Gender issues:

There are gender differences in labour market outcomes and occupational distributions, e.g. South Asia, particularly India, North-West Europe, UK and Ireland, North Africa and Middle East; there are only very small figures for Latin America and Sub-Saharan Africa (DoL, 2003).

] It is relevant to look at the family structures of migrants: Who accompanies whom with what type of professional and language skills?

Qualification issues:

Migrants are twice as likely to have university qualifications. The largest number of people born overseas work as professionals. The labour force participation rates are the best for British migrants and are even better than New Zealand Europeans, probably due to their qualifications. In contrast, Pacific Islanders are the least qualified group and belong to the least advantaged ethnic group. Also to consider is that there are no clear figures on migrants being underemployed, meaning that they are not working according to their qualifications and/or only have short-term contracts with less pay.

] There is a need to link statistics with migrants' occupations and professions and to study employment figures on an organisational level to be able to identify issues of vertical (different distribution of status and power) and horizontal segregation (different distribution of occupation and tasks) of certain ethnic groups.

Regional exceptions:

Within the Asian regions countries with English as one of the official languages and/or similarities with the British system (due to former colonial status) show better labour market outcomes and different trends in occupational distribution. Singapore within Southeast Asia (no gender differences), Hong Kong (no gender differences) within Northeast Asia and India within South Asia have the highest amount of migrants working as professionals and managers. Among the total Pacific population Fiji has the largest amount of migrants working as professionals and managers.

These findings lead to the following assumptions that are going to be questioned by the current research: Social categorisation takes place due to perceived differences

connected with observable attributes like language skills, accents and/or looks. This effect is probably due to the underlying assumptions of basic differences in values, norms and behaviour.

] If migrants are not coming from English-speaking countries, assumed similarity seems to be referred to European heritage, religion and/or looks, which could explain the comparatively good labour market outcomes for Western and Eastern European countries (Please note: People from these countries also tend to have an accent and learn English as second or sometimes third language, often in secondary education).

] Within the group of Asian migrants, who seem to be generally perceived as less familiar, new migrants coming from countries with similarities to the Anglo-American System and English as an official language (like Singapore, Hong Kong or India) perform better than other migrants from the same region..

=> There are clear issues of social inequality and discrimination with reference to one essential settlement goal: employment and equal participation at the labour market. The labour market participation rates are better for specific ethnic group.

5. BARRIERS TO EMPLOYMENT

Interview based research with employers (predominantly) and migrants help to gain insights into the reasons behind these discrepancies and identify barriers to employment. The barriers stated in the research are listed in Table 3 sorted by the frequency they are cited in the studies. The comments show how most of these barriers can be linked to underlying issues of cultural distance and difficulties in intercultural communication.

Figure 2 sorts these barriers into five broad categories referring to:

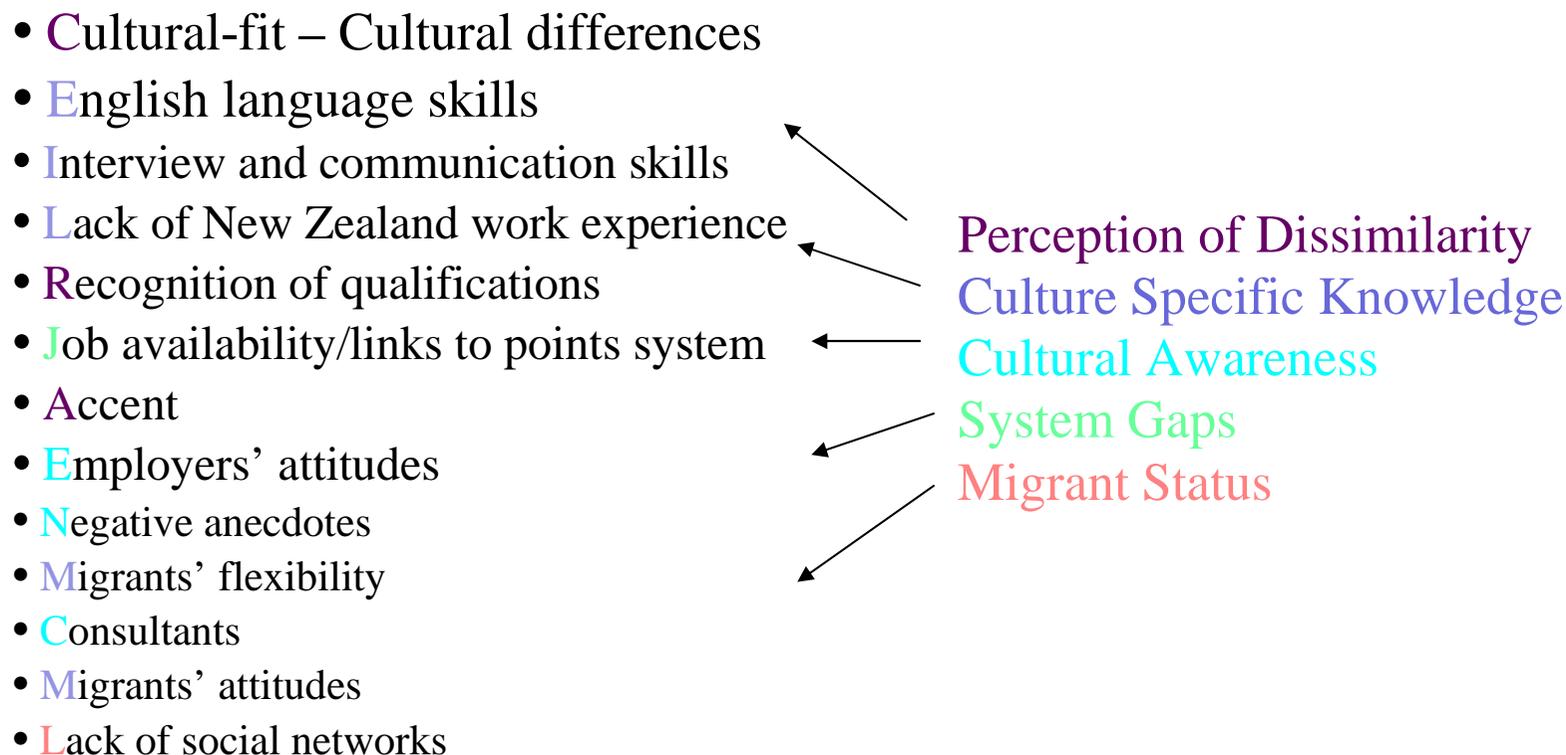
- the perception of dissimilarity
- the lack of and need for culture specific knowledge about the migrants' background as well as the host society
- the lack of and need for cultural awareness
- gaps in the system and
- specific difficulties of being a new migrant apart from the specific cultural background.

N	Barrier	Studies	Comment
10	Cultural-fit versus cultural differences	Basnayake, 1999; Benson-Rea, Harworth & Rawlinson, 2000; Colmar Brunton (Researchers), 2000; Dept of Labour, 2003 ; Henderson, McIntyre, Ramasamy & Sturrock, 2003; Oliver 2000; Power People, 2004; Trlin & Watts, 2001;	Cultural differences are seen as a risk and deficit. Among employers, there seems to be a need for cultural-fit which is an issue of cultural distance and perceiving someone as dissimilar.
9	English language skills	Basnayake, 1999; Benson-Rea et al., 2000; Colmar Brunton (Researchers), 2000 ; Forsyte (Researchers), 1998 ; Henderson et al., 2001; McIntyre et al., 2003; Oliver 2000; Power People, 2004;	Having difficulties in writing, reading and speaking English will definitely make communication more difficult. But there is also the question whether language differences are closely linked to cultural differences in communicating. Access to language classes is a good support and works best when accompanied with concrete work experience.
7	Interview, communication and interpersonal skills	Basnayake, 1999; Benson-Rea et al., 2000; Colmar Brunton, 2000; Henderson et al., 2001 ; McIntyre et al., 2003 ; Power People, 2004 ;	Skills expected when applying for a job and communicating and interaction at the workplace are very culturally specific. An increase in cultural awareness and knowledge should reduce the probability of misunderstandings and misleading expectations and improve intercultural communication.
7	Lack of New Zealand work experience	Basnayake, 1999; Benson-Rea et al., 2000; Henderson et al., 2001; McIntyre et al., 2003; Oliver 2000; Power People, 2004;	Employers seem to value New Zealand specific work experience extremely highly compared to the advantages of having someone who brings in different perspectives, new ideas and local knowledge/languages. Again differences are seen as a deficit, not a gain and something to deal with.
6	Lack of recognition of overseas qualifications	Basnayake, 1999; Benson-Rea et al., 2000; Henderson et al., 2001; McIntyre et al., 2003 ; Oliver 2000;	Overseas qualifications are seen as dissimilar and therefore difficult to accept.
5	Accent	Basnayake, 1999; Henderson et al., 2001; McIntyre et al., 2003; Oliver 2000; Power People, 2004;	It can be assumed that different accents are more a symptom of perceived dissimilarity than a cause for language problems as migrants from Western and Eastern Europe perform much better than from Asian countries though they also often haven an accent and learned English quite late.

4	Job availability	Benson-Rea et al., 2000; Henderson et al., 2001; Oliver 2000; Power People, 2004	There is a mismatch between the points system and giving out work permits and the job availability in certain professions, industries and regions.
4	Negative employers' attitudes	Henderson et al., 2001; McIntyre et al., 2003; Power People, 2004; Oliver 2000	There seem to be negatives stereotypes and prejudices against migrants and a missing cultural awareness.
4	Consultancy work	Basnayake, 1999; Firkin, Dupuis & Meares, 2004; NZIS, 2001; Oliver 2000;	There seems to be a missing cultural awareness in how information is gathered and communicated, recruitment and selection procedures seem to be culturally biased.
3	Migrants' inflexibility	McIntyre et al., 2003; Oliver 2000; People Power, 2004;	According to employers' surveys, migrants should be willing to accept non-permanent positions in another profession than their qualifications. Pilot projects in Auckland showed that workshops helped migrants to develop realistic expectations.
2	Negative anecdotes, myths	McIntyre et al., 2003; Power People, 2004.	Negative anecdotes about experiences with migrants seem to spread easily, presumably based on very small amount of cases and/or just prejudices. But this also means that positive examples can be promoted and reinforced by communicating them.
1	Migrants' "right" attitude	Department of Labour, 2003.	According to employers' surveys, right attitude means willingness to learn, showing initiative and enthusiasm, hardworking: these traits are very culturally specific in the way they are shown and valued
1	Lack of social networks	Benson-Rea et al., 2000;	Social support is one crucial aspect of acculturation and is closely linked to being a new migrant. Knowledge about family structures and accompanying partners as well as the ethnic communities can help to identify migrants' needs.

Table 3: Barriers to Employment by Frequency in Studies

Figure 2: Barriers to Employment



6. PROGRAMMES AND INITIATIVES

It can be assumed, that the major reasons for discrimination and negative attitudes towards migrants are the perception of threat, missing knowledge and information from both sides and missing awareness of the host society. Accordingly there are two needs:

1. Addressing cultural issues: to learn about each other's cultures and how cultural background affects communication and workplace behaviour
2. Addressing diversity issues: to raise the awareness about the need to address the issue of cultural diversity due to demographic changes and social inequality and to promote the gains of cultural diversity at the workplace (addressing skills' shortages, having access to diverse customers and international market).

There are already several programmes and initiatives (see Table 4), mainly identified on a societal level and in the public sector. Less work can be found regarding the issue of cultural differences and negative employers' attitudes, especially on an organisational level. The initiatives marked with a dot are not found yet by the researcher but suggested to be developed in the future. The identified needs give suggestions for future improvement and development.

INITIATIVES		NEEDS
State Policies	Yes!P	Linking with organisational policies
Diversity Campaigns	Yes!P	Implementing into the private sector
Support Services à Migrants à Employers	Yes! P •	Co-ordination and mutual information Incentives for employers
Preparation à Migrants à Employers	Yes! P •	Implementing into the private sector Addressing employers
Selection	•	Development and implementation
Training à Migrants à Employers	Yes! • •	Development and implementation

Table 4: Initiatives and Programmes

The following conclusions can be drawn from the literature review:

1. There are clear signs of social inequality in New Zealand regarding labour market participation rates and income. Migrants from Asian countries that do not have any former links to the British Empire and/or don't have English as an official language seem to belong to the most disadvantaged groups.
2. The barriers identified in previous research seem to be largely connected with a lack in cultural awareness and cultural specific knowledge as well as the large impact of perceiving some people as more dissimilar than others and as a consequence of preferring certain groups of people over others leading to discriminatory practices.
3. A wide range of valuable initiatives and programmes have already been initiated, particularly by local governments, to approach these problems. Extending these programmes and initiatives to the private sector could probably prove to be the next important step.

PART III: SURVEY

7. SURVEY SAMPLE

In December 2005 hundred members of the Wellington Regional Chamber of Commerce took part in a survey on cultural diversity at the New Zealand workplace answering questions about their organisations' structures and human resource management practices, particularly addressing their experiences in employing migrant.

One third of the respondents were female their ages ranging from 20 to 74. 8.2% are not New Zealand nationals but are coming from other countries, which belong to the group of English speaking countries (ESANA). 9.2% of the respondents have an Asian or Pacific Island ethnic background (see Table 5).

<i>Variable</i>	<i>Distribution</i>			<i>n.a.</i>
Gender	29.9% women 70.1% men			1
Ethnic background	82.6% NZ 8.2% ESANA 9.2% Other			1
<i>Variable</i>	<i>M</i>	<i>Minimum</i>	<i>Maximum</i>	<i>n.a.</i>
Age	49.2 years	20 years	74 years	3
Intercultural experience	24.3 years	0 years	49 years	25
Organisational size	<u>45</u>	1	- 1.200	1
Number of nationalities	<u>4</u>	1	- 38	7
Number of regions	3	1	- 10	7

N = 100; underlined mean = median; n.a. = no answer.

Table 5: Socio-demographic Data of Participants and Demographics of Participating Organisations

Most of the survey participants were directors, owners or top managers of the organisations the described in the survey, their organisational sizes ranging from one to 1200 employees. Most of the organisations are small to medium-sized business with 10% employing more than 100 employees full-time and part-time.

The largest amount of participating organisations operates in business and financial services (26.8%), followed by education, health and community services (11.3%), wholesale and retail trade (10.3%), consultancy and other services (10.3%) and information technology (8.2%).

The organisations the participants described not even vary greatly in size (1 to 1200) but also in age (1year to 156 years) and national and ethnic background of their employees (see Table 5).

8. ORGANISATIONAL DEMOGRAPHICS

8.1 Cultural Diversity of the Local Workforce

The survey shows a culturally diverse workforce in the Wellington Region: According to this sample, each fourth employee in the Wellington region has a different cultural background apart from being of New Zealand European descent. The participating organisations employ all together 4411 employees, 1622 of them are of non-New Zealand European background. The local workforce represents 68 different identifiable ethnic groups. The 395 migrants employed by the participating organisations have 54 different nationalities.

Table 6 shows the largest cultural groups of employees in the Wellington region and lists them by how many of them are employed in the organisations that participated in the survey. This overview gives an estimate of the specific demographic composition of the diverse workforce with regard to their and ethnic background and reflects the specific distribution within the Wellington region.

National/ethnic background	# employed
1. Maori	99
2. China	81
3. India	72
4. Britain	62
5. Samoa	42
6. Pacifica	18
7. Germany	15
8. Russia	7
8. South African European	7

Table 6: Employees' National/Ethnic Background of Participating Organisations

The largest cultural group of non-New Zealand European descent are Maori employees (99) closely followed by migrants from China (81) and India (72) reflecting migration figures on the national level. The British only come on the fourth position (62), followed by employees from Samoa (42), Pacifica (18), Germany (15) and Russia (7). For most ethnic groups the number of organisations employing migrants from that specific group is proportionate to their number of employees with the exception of British and South African European migrants meaning that a wider range of organisations employ migrants coming from Britain or South Africa.

The large proportion of Chinese and Indian employees reflects migration figures on a national level with 49% of new migrants coming from Asian countries and India and China being the largest source countries (DoL, 2003). Interestingly the British are only the fourth largest group, which contradicts their employment figures on a national level (DoL, 2003). British and South African European migrants can be found in a wider range of organisations than other cultural groups implying a wider spread willingness among organisations to employ people from those countries.

While the average age of the organisations is 22.89 years, the average amount of time organisations have employed migrants is 10.48 years, which clearly indicates a

change in the demographic composition of the New Zealand workforce going along with policy changes in the mid-90ies.

22 of the organisations state they so far have not had the opportunity to employ migrants. Looking at the industries represented in this sample this seems to predominantly apply for the sector of consultancy and other services and does not apply at all for the information technology sector. Additional 20 organisations state that they had the opportunity to employ migrants but have not done so.

8.2 Professional Background and Job Responsibilities of Migrants

The professional background of the migrants employed varies greatly often having very specific qualifications (e.g. film, design, linguistics) and most of them being tertiary qualified. Table 7 shows their different professional backgrounds, job responsibilities and job titles ranked by the amount of answers belonging to the respective category.

Profession	Tasks	Job titles
1. Information technology	1. Administrating	1. Accountant
2. Accounting and finance	2. IT work	2. Consultant
3. Trades	3. Accounting	3. Project manager
4. Administration	4. Managing	4. Office Administrator
4. Management	5. Consulting	5. Designer
4. Nursing	5. Engineering	6. IT specialist

Table 7: Employees' Professions, Tasks and Job Titles in Participating Organisations

The largest group of employed migrants are information technologists, followed by accounting and finance and banking. The third group has a professional background in administration, followed by trade and management.

According to this table, migrants with an accounting, banking and finance background are most likely to find a job in their original profession. This cannot be said about information technologists, as only one third of them have a job position as IT specialist, not always matching their respective skills. With administrating, managing and consulting the migrants' job responsibilities seem to be more general than their original professional background. There are signs of underemployment with one fifth of the employed migrants working in administration.

Organisational profiles regarding cultural diversity:

The organisations can be grouped into to distinct "diversity types" showing specific patterns regarding industries and diversity management strategies.

There are four nearly equally distributed regional types of organisations:

1. Regional businesses employing people from New Zealand and the Pacific Islands
2. ESANA-European businesses employing migrants from English speaking countries and European countries
3. Asian businesses employing migrants solely from Asia
4. Diverse businesses employing migrants from at least 3 different regions and continents.

Table 8 shows which diversity types can be found in which industry. Looking at the more specific diversity types there are the following connections with industry:

- Organisations with a purely New Zealand European workforce cannot be found in the fields of information technology, education, health and community services as well as cultural, recreational and personal services.
- In the construction sector a small number of people from the Pacific Islands or Asia might be additionally employed, but none from European countries or ESANA.
- Half of the large organisations with a very diverse workforce can be found in business and financial services though they make up ¼ of the sample. The other half belongs to education, health and community services, manufacturing, wholesale and retail trade and information technology.
- The information technology sector shows a wide range of diverse organisations with a preference to employ people from Asia.

Industry	NZ	Pacifica	Asia	Europe	ESANA
Manufacturing	P		P		P
Construction	P	P	P		
Wholesale and retail trade	P		P		P
Transport, storage, communication	P				P
Business, financial services	P		P	P	P
Education, health, community s.		P	P	P	P
Cultural, recreational, personal s.			P	P	
Electricity, gas, water supply	P				
Information technology			P		P
Consultancy, other services	P	P	P	P	

Table 8: Organisational Composition Regarding Cultural Diversity by Industry

9. EXPERIENCES WITH EMPLOYING AND WORKING WITH A CULTURALLY DIVERSE WORKFORCE

9.1 Satisfaction

There were three measures of satisfaction: 1. Satisfaction with the performance of the work of the employed migrants, 2. Satisfaction with the co-operation among migrants and local staff, 3. Satisfaction with the management of a culturally diverse workforce.

Table 9 shows the means, standard deviations and correlations of these three variables. It can be seen, that the organisations employing migrants are very satisfied with their work. On a scale from (1 = not very satisfied) to 5 (= very satisfied) the average is $M = 4.37$ with little variance in answers. The employers are even more satisfied with the co-operation among migrants and local staff ($M = 4.53$).

<i>Variable</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>
1. Performance	4.4	0.74	-		
2. Cooperation	4.5	0.65	0.62**	-	
3. Management	4.5	0.62	0.68**	0.62 *	-

Rating scale from 1 = *not at all satisfied* to 5 = *very much satisfied*
 * for $p < 0.05$; ** for $p < 0.01$; *** for $p < 0.001$.

Table 9: Means, Standard Deviations and Correlations of Dependent Variables

9.2 Advantages of employing migrants

Respondents were supposed to answer an open-ended question on where they see the advantages of employing migrants. These statements were grouped and categorized. The groups and amount of statements referring to this question can be seen in Table 10. This high satisfaction can be seen in connection with the advantages stated by the respondents when employing migrants as seen in Table 10. Most statements are made about the migrants' positive attitudes and commitment towards their jobs and they are described as highly motivated and hardworking. The second largest group refers to the skills the migrants bring to New Zealand.

Category	Frequency
High motivation/good work ethics/commitment to the job/teachable/hardworking	50
Skills/relief of skill shortage/have the skills required/high qualifications	44
Bring new ideas to workplace/different knowledge	22
International perspective and experience/overseas contacts/overseas markets	20
Interesting workplace/diversity	15
Reflect the communities the organisation serves	8
Availability/reliability/stability	7
Language skills/multilingual/bilingual	7
Cultural awareness and knowledge	6
No advantages	2
Other	13
Total	195

Table 10: Advantages of employing migrants

This high satisfaction can be seen in connection with the advantages stated by the respondents when employing migrants. Most statements are made about the migrants' positive attitudes and commitment towards their jobs and they are described as highly motivated and hardworking. The second largest group refers to the skills the migrants bring to New Zealand.

9.3 Disadvantages of employing migrants

Respondents were supposed to answer an open-ended question on where they see the disadvantages of employing migrants. These statements were grouped and categorized. The groups and amount of statements referring to this question can be seen in Table 11. The major difficulties lie in language barriers, particularly addressing fluency and knowledge in technical and business English. Not as many, but still a lot of statements refer to lack of New Zealand specific knowledge, communication difficulties, cultural differences and additional costs.

Category	Frequency
Language barrier(varying degrees of)/accent/spelling difficulties/grammar	57
Lack of NZ Cultural/social knowledge/lack of familiarity/lack of local business knowledge/networks	21
Communication difficulties/differences	19
Cultural differences/sensitivity/work ethic differences/attitude differences	18
Added financial cost to organisation/added time cost due to social assistance/adjustment problems	15
Problems with entry to NZ/visa problems/risks/background checks	8
Less skilled/less experienced/qualification mismatch/quality	8
No disadvantages	6
New Zealanders attitude/perception toward them	5
Retaining them	4
Extra training required/longer time to perform well	2
Take New Zealanders jobs	1
Other	16
Total	181

Table 11: Disadvantages of employing migrants

9.4 Reasons for not employing migrants

Respondents were supposed to answer an open-ended question on where they see reasons not to employ migrants. These statements were grouped and categorized. The groups and amount of statements referring to this question can be seen in Table 12. In congruence with other New Zealand specific research on employers' attitudes the reasons not to employ migrants are listed in the following table.

Category	Frequency
English language difficulties	15
Lack of experience	8
Lack of NZ knowledge	7
Immigration difficulties	6
Employer's attitudes	6
Communication difficulties	5
Recognition of qualifications	5
Job availability/points system	3
Accent	2
Migrant's attitudes	2
Other	4
	<u>Total</u>
	63

Table 12: Reasons for not employing migrants

Organisations that had the opportunity to employ migrants but haven't done so state English language difficulties as the main reasons. A disproportionate number of such organisations come from consultancy and other services. Other reasons equally mentioned refer to lack of experience and New Zealand knowledge, recognition of qualifications, job availability and immigration difficulties.

9.5 Reasons for not employing migrants by region and industry

Organisations that employ migrants see different reasons for not employing migrants. Regional businesses mention most of the reasons starting with immigration difficulties, English language difficulties and lack of experience and recognition of qualification. Asian businesses mostly refer to communication difficulties whereas diverse organisations see the main reason in English difficulties.

The main reasons stated by the participants vary from industry to industry (see Table 13) giving hints at the specific needs businesses in different sectors have.

Industrial sector	Reason for not employing migrants
Manufacturing	Migrants' flexibility
Construction	Recognition of qualifications
Wholesale and retail trade	English language and immigration difficulties
Transport, storage, communication	English language difficulties
Business and finance	English language difficulties and experience
Education, health, community services	English language difficulties and experience
Cultural, recreational, personal services	Experience
Electricity, gas, water supply	Immigration difficulties
Information technology	Communication difficulties and job availability
Consultancy and other services	Recognition of qualification

Table 13: Reasons for not employing migrants by industry

In certain sectors experience seems to be of particular importance where in others immigration difficulties are a barrier to employ migrants. As the results on the job responsibilities have already shown there are not as many jobs available in the IT sector as migrants qualified in this field. Communication difficulties go beyond language issues. As Asian businesses are particularly found in the IT sector, the issue of effective intercultural communication could be particularly relevant. Certain businesses particularly require work experience.

10. DIVERSITY MANAGEMENT

10.1 Human Resource Management practices

Having a culturally diverse workforce poses certain challenges to Human Resource Management strategies. The question is what HRM practices are implemented in local businesses and which are of future interest. Results are shown in Table 14.

The majority of participating organisations have formalized recruitment and selection procedures implemented. It needs to be noted that these recruitment and selection procedures were probably developed for the New Zealand specific context. With more and more qualified migrants applying for jobs in New Zealand these procedures might be culturally biased and not always appropriate to assess people from other cultures.

For a researcher having done similar research in Germany it is very interesting that nearly half of the organisations have mentoring and coaching systems implemented as these are much less found in German organisations, particularly in comparison to preparation courses and trainings. There are already quite a few organisations addressing cultural diversity and having multicultural workgroups but particular measures for the employees seem to be rare.

There is a strong future interest in language classes, information about different ethnic groups and diversity workshops. HRM practices dealing particularly with the management of a diverse workforce seem to be of growing relevance for businesses in the Wellington region.

Implemented HRM Practices	%	Future Interest	%
1. Formalized recruitment procedures	63.6	1. Language classes	33.3
2. Formalized selection procedures	52.5	2. Information about different ethnic groups	32.3
3. Mentoring system	42.4	3. Diversity workshops	31.3
4. Coaching system	40.4	4. Intercultural training	28.3
5. Organisational goals addressing cultural diversity	16.2	5. Multicultural work groups	26.3
6. Multicultural workgroups	13.1	6. Diversity committees/task forces	25.3
7. Public statements addressing cultural diversity	12.1	7. Organisational goals addressing cultural diversity	24.2
8. Intercultural training	11.1	8. Public statements addressing cultural diversity	23.2
9. Information about different ethnic groups	10.1	9. Coaching system	22.2
10. Diversity committees/tasks forces	8.1	10. Mentoring system	20.2
11. Language classes	7.1	11. Formalized selection tools	18.2
12. Diversity workshops	7.1	12. Formalized recruitment procedures	16.2

Table 14: Human Resource Management practices – Implementation and future interest

In accordance with diversity research in the US and Germany three diversity management types can also be distinguished in this sample:

10.2 Diversity management types

Single measures are language classes, providing information about different ethnic groups, intercultural training and diversity workshops (4)

Organisational strategies addressing diversity are organisational goals addressing cultural diversity, public statements addressing cultural diversity and diversity committees/task forces (3).

1. Diversity Type I: Organisations do not address the issue of cultural diversity and have no measures implemented. Half of the participating organisations belong to this type.
2. Diversity Type II: Organisations provide single measures either by offering training or workshops or addressing the issue of diversity in their organisational strategies. 16% of the organisations offer one or two measures or address cultural diversity. These are mainly businesses with employees from various Asian countries.
3. Diversity Type III: Organisations have developed diversity strategies by offering several measures and additionally addressing the issue of diversity in their organisational strategies. Only 12% of the participating organisations can be identified as having an integrated diversity strategy.

What is the specific profile of organisations having a diversity strategy? Their employees come from 2 to 10 different regions and have 2 to 15 different nationalities. The organisations are on average older and have been employing migrants for a longer time ($M = 18.70$ years) than the sample's average. Nearly all of them have part- and full-time employees, 7 of them having a predominantly female workforce.

A fourth type can be identified: 18 organisations have not diversity measures implemented yet, but show a strong future interest in the development of all the different possibilities how to manage a culturally diverse workforce. This group of organisations comprise 1/5 of the sample and can be found in all four different regional types of organisations.

There are 12 organisations that have a strong diversity management showing a particular profile. Most of them have also part-time employees and have an either equal distribution of male and female employees are predominantly female (7). There are no small diverse businesses and NZ-ESANA businesses having tools to manage diversity. 5 of them are largely diverse; four of them are diverse with regard to particularly employing migrants from Asia. Nearly half of them are in the Business and Finance Sector, followed by Education, Health and Community services, Wholesale and Trade and Consultancy. No IT businesses have integrated diversity strategies.

Employees come from 2 to 10 different regions and from 2 to 15 different nationalities. The organisations are on average older ($M = 30.58$ years) and have been employing migrants for a longer time ($M = 18.70$ years) than the sample's average. They are only slightly more satisfied with the work of the migrants ($M = 4.4$) and show the same satisfaction with the co-operation among migrants and local staff and their diversity management.

These organisations can be found in all sizes and ages. 2/3 of the respondents are female, two of them are not of New Zealand nationality. There are only few reasons mentioned by them about reasons not employing migrants which are communication difficulties and lack of experience.

=> Wellington businesses show a growing awareness of the issue of a culturally diverse workforce and interest in diversity management.

10.3 To sum up: Organisational Diversity Types

The organisations can be grouped into distinct “diversity types” showing specific patterns regarding industries and diversity management strategies.

There are four nearly equally distributed regional types of organisations:

1. Regional businesses employing people only from New Zealand and the Pacific Islands, which particularly applies for the construction sector. These type of organisations state immigration difficulties as the major reason for not employing migrants, followed by English language difficulties, lack of experience and recognition of qualifications. These organisations show the strongest interest in future diversity management.
2. ESANA-European businesses employing migrants only from English-speaking and European countries. These organisations can be found in various industries and interestingly have comparatively little diversity management strategies.
3. Asian businesses employing migrants from various countries, but all from the Asian region, particularly in the IT sector. For this type of organisation the main reasons for not employing migrants lie in communication difficulties. 4 out of 22 have integrated diversity strategies.
4. Diverse businesses employing migrants from at least three different regions and continents, half of them to be found in the business and finance sector, followed by education, health and community services, manufacturing, wholesale and retail trade and information technology. The main difficulty these organisations report is English language fluency. 5 out of these 26 organisations have integrated diversity strategies.

10.4 Recommendations by participants

These are the following suggestions participants made referring to the type of support their organisation would need to employ more migrants:

- dedicated liaison staff
- assistance with applications to immigration
- more support from immigration service, migrant apprentice scheme

- promotion of job opportunities to migrants
- provision of consultation service
- recruitment networks
- adjustment support
- help with English language fluency
- quicker approval process
- entrance exams
- financial support
- help to establish actual skill level and
- improve perception of New Zealanders towards migrants.

In sum, there are the following conclusions that can be drawn from the survey findings:

1. The workforce in the Wellington region is culturally diverse: Maori, Indians and Chinese make up the largest ethnic groups whose cultural specific background will have a particular large influence on how work is done in those private businesses. Furthermore, with 54 different nationalities working in those businesses, there needs to be a particular awareness and willingness to accept and work with a wide range of representatives of different cultures. Cultural specific knowledge is needed as well as a general awareness about how our cultural background influences our perceptions, norms, values and behaviour particularly at the workplace.

2. It depends on the organisational type (size, demographic composition, industry) which difficulties are seen as the most dominant ones. Small businesses need to be particularly addressed to reduce their difficulties with immigration procedures by giving them specific information as well as support (e.g. liaison staff, financial support). Businesses with mainly employees from Asia should be provided with more cultural specific information and other chances to learn about these cultures (e.g. interaction oriented intercultural training with New Zealand and Asian participants) to increase cultural specific knowledge and understanding so that communication difficulties can be reduced.

3. Half of the participating businesses show already an awareness for the need to deal particularly with a culturally diverse workforce by either having implemented or showing strong future interest in diversity management measures. These businesses should be particularly support to enhance their positive experiences in employing migrants and reducing potential intercultural conflicts at the workplace to reinforce positive experiences and acting like role models, particularly from the banking and financial services industry. This is also an opportunity that the other half of the participating organisations becomes more aware of the need and the advantages of a culturally diverse workforce and therefore more willing to “take the risk”. Small businesses and business with employees predominantly from the Pacific region and Asia show a particular interest to learn about potential diversity management measures, so that these types of organisations could be a specific target groups for public campaigns and marketing of intercultural training, language courses and information about ethnic groups.

=> A context specific approach in providing tools and support is needed to address the organisations’ specific needs more accordingly.

PART IV: INTERVIEWS

11. INTERVIEW SAMPLE

Between December 2005 and March 2006 Leonie Moxon and the leading researcher, Astrid Podsiadlowski, conducted 18 qualitative in-depth interviews. Interview participants were experts regarding migrants' employment with 7 Human Resource and People Relations managers, 5 employers (owner, director or general manager), 3 recruitment consultants and 3 people providing services for settlement support. The interviews lasted between 18 and 90 minutes and were conducted in the Wellington (12 interviews) as well as in the Auckland (6) region to get information from a range of industries (two of them in the public sector) and organisational sizes (7 with more than 1000 employees, 3 with 100 to 1000 employees, 2 with 25 to 100 employees and 6 with less than 25 employees).

In Table 15 you find the profiles of the respective interview partners providing as specific information as possible considering issues of confidentiality and anonymity. Eight interview partners were male, 10 were female. The interview partners had a predominantly New Zealand European (10) or British (6) ethnic background.

#	Industry	Size	Job	Location	Gender	Ethnicity	Length
I1	Public sector	big	Support	Wellington	female	NZE	90min.
I2	Public sector	big	Support	Wellington	male	African	50min.
I3	Construction	small	Owner	Wellington	male	NZE	58min.
I4	Consultancy	small	Director	Wellington	female	NZE	69min.
I5	Telecomm.	large	GM	Wellington	male	UK	35min.
I6	Electronics	medium	GM	Wellington	male	NZE	38min.
I7	Trade	small	Director	Wellington	male	NZE	44min.
I8	Recruitment	small	Consult.	Wellington	male	NZE	32min.
I9	Retail	large	HRM	Wellington	female	NZE	39min.
I10	Pharmaceuticals	medium	HRM	Auckland	female	UK	38min.
I11	Retail	large	HRM	Wellington	female	Filipino	35min.
I12	Recruitment	small	Consult.	Wellington	female	British	18min.
I13	Recruitment	small	Consult.	Wellington	female	NZE	40min.
I14	Banking	big	Support	Auckland	male	NZE	28min.
I15	Health	big	HRM	Auckland	female	British	45min.
I16	Transport	big	HRM	Auckland	male	British	34min.
I17	Transport	big	HRM	Auckland	female	Scottish	28min.
I18	Retail	big	PRM	Auckland	female	NZE	22min.
Big:		more than 1000 employees	NZE = New Zealand European				
Large:		between 100 and 1000 employees	GM = General Manager				
Medium:		between 25 and 100 employees	HRM = Human Resource Manager				
Small:		between 2 and 25 employees	PRM = People Relations Manager				

Table 15: Profiles of Interview Partners

When interview findings will be presented in the following chapters, citations will be used to support the analysis always referring to the respective interview partner by the number of the interview. Therefore, this table can be used as a cross-reference to understand the specific personal and organisational background of the respective interview partner whose interview the specific citation is referring to.

12. SYSTEM OF CATEGORIES

12.1 Development of the system of categories

After having transcribed all interviews, that were tape recorded, the data was analysed on the basis of qualitative and quantitative content analysis as described by Mayring (1991) as a continuous, iterative process of paraphrasing, summarising and interpreting the data by a team of four researchers to categorize, understand and compare the statements by the interview partners. The first step was to develop a system of categories and define clear criteria to be able to code and group the statements. After the system of categories had proven to be inclusive and reliable the data was coded accordingly and sorted in order to look at the specific contents of the respective categories, the amount of statements within the respective categories and their proportions within the whole system of categories. Each new step in the process started when the whole research team agreed upon the results of the previous step (the system of categories, the coding, the sorting and the summarizing and comparing). Each interview was coded by two researchers and checked and re-checked till they reached consensus. Open questions were always discussed in the whole group.

In this part of the report the system of categories will be presented and described first and then findings within specific categories proven to be central in understanding the interview partner perceptions and experiences will be reported in more depth. These findings help to understand and explain the specific difficulties people of diverse cultural backgrounds are facing (or not) when looking for employment and working in New Zealand. They also lead to discussion of how to improve migrants' employment and workplace experiences so that they can fully participate in the labour market and attain meaningful employment. Additionally, the interview partner provided recommendations themselves of how to improve the current situation from their point of view as employers.

12.2 The System of Categories

Interview questions referred to the personal professional and organisational background of the interview partners; the recruitment and selection procedures as well as human resource and management practices of their organisations. Their expectations of employees and their experiences with employing migrants and managing a culturally diverse workforce were also reflected upon as well as their explanations for migrant specific difficulties in finding employment. Perceptions of potential advantages and disadvantages of a culturally diverse workforce with recommendations for migrants and employers regarding the employment and integration of people of culturally diverse backgrounds were discussed.

There were two main objectives of the interviews:

1. To learn about general aspects of the New Zealand workplace, including recruitment, selection and management practices and
2. To gain insight into the specific experiences the interview partners have with a culturally diverse workforce.

The system of categories can be seen in **Figure 3**. The specific categories are grouped into

- Personal information and beliefs
- Organisational information
- New Zealand work information
- Organisational practices
- Migrant issues
- Advantages of a culturally diverse workforce and
- Recommendations.

In the following, these groups and the respective categories as well as their connections with each other (exemplified by the arrows) will be described in more detail.

The specific description of the system of categories follows this pattern:

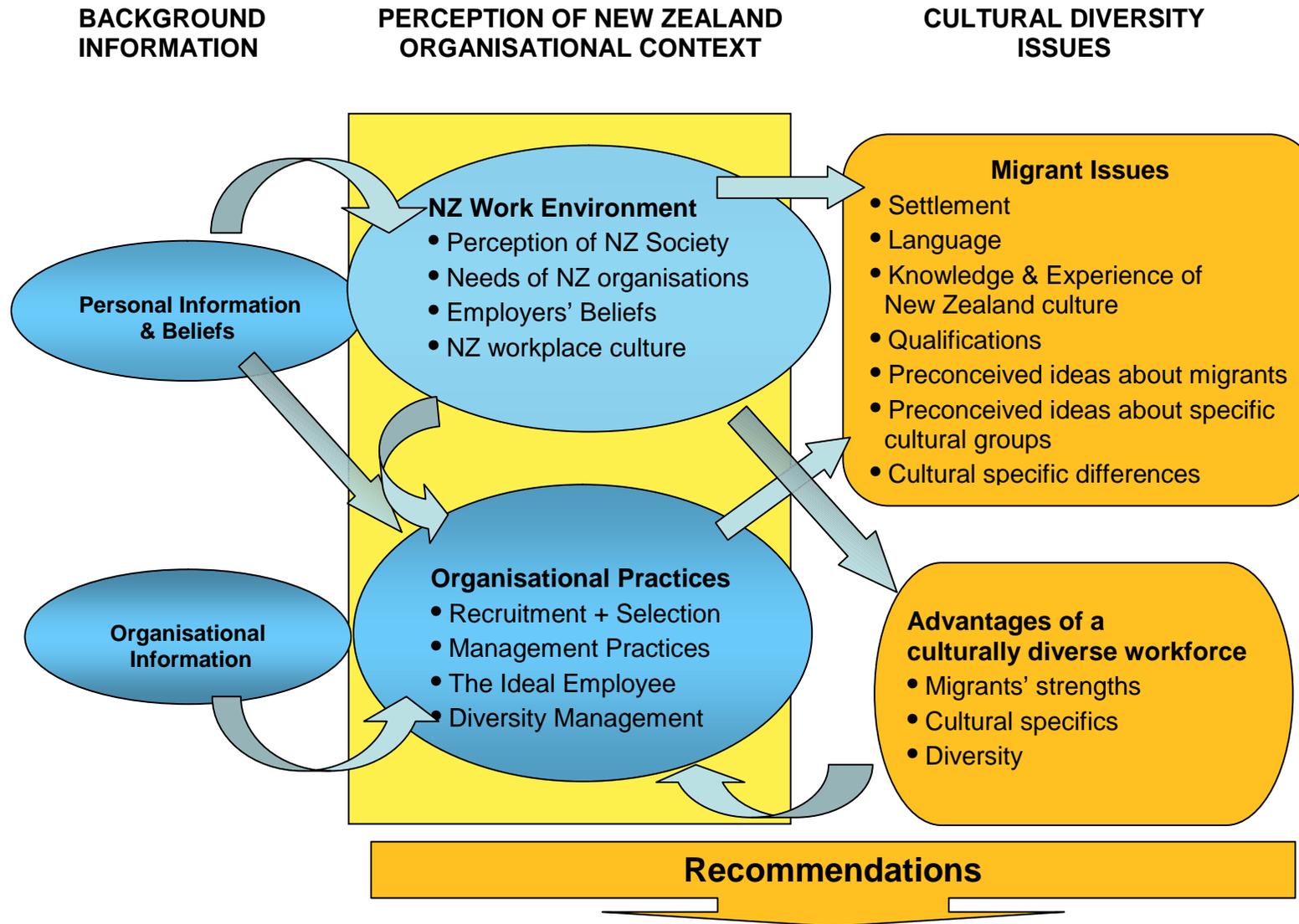
TOPICS

Category

Criteria (Examples for criteria in brackets)

Comments to clarify are in italics

Figure 3: The System of Categories



12.3 Background Information

BACKGROUND INFORMATION ABOUT INTERVIEW PARTNER AND SPECIFIC ORGANISATION**Personal Information - PI**

Ethnic Background
 Reasons to come to New Zealand
 Intercultural Experience
 Family Situation
 Qualifications
 Job Description
 Job Development

Personal Beliefs - PB

(if they are specifically linked to recruitment or specific recommendations, what migrants should do, the other, more specific categories below on recruitment and recommendations are used; this is about how the person perceives certain issues)

Attitudes towards diversity, migrants and cultural differences
 Attitudes towards work environment
 Expectations of migrants
 Explanations for cultural awareness
 Self-perception (Statements about oneself, e.g. "I don't have enough knowledge about it")

Organisational Information - OI

Organisational Policies
 Composition
 Industry
 Ownership
 Location
 History
 Performance
 Customer/Market
 Human Resource Practices (e.g. training, *there are specific categories for recruitment and workplace practices*)

The Personal Information refers to the interviewees' own personal histories with specific regard to their working and intercultural experiences which have a huge impact on how they perceive the New Zealand workplace and their experiences with employing and working with people of different cultural background. For example, quite a large number of the interview partners have lived and worked abroad themselves and/or have a partner of different cultural background than their own. All of the interview partners have been very open-minded towards our request to interview them. If they had concerns, these mainly referred to insecurity over whether they were really experts regarding migrant employment issues. However, all of them have proven to have a wide range of experiences with employing and working with people of culturally diverse background. Though the majority of the interview partners are of New Zealand European ethnic

background they have a history of a job development that does not necessarily match their original qualifications implying a general theme in New Zealand specific career development beyond the specific difficulties new migrants face.

Personal Beliefs address statements about attitudes and viewpoints towards diversity and workplace related issues the interview partners personally hold. They also include statements of how the interviewees perceive themselves. Personal beliefs help to understand the interview partners' workplace practices and perceptions of the topics covered in the interviews (exemplified by arrows). As these have shown to particularly help to understand their experiences and explain whether diversity and cultural specific differences are seen as a risk or a chance, more in-depth findings will be presented below.

Organisational Information includes main characteristics of the organisations the interview partners work for or own. If they are owners, these characteristics are strongly influenced by their own personal history and beliefs. Certain issues, addressed in the interviews need to be seen in context of the respective organisation, e.g. its size, ownership or industry. This is particularly relevant when looking at the needs of New Zealand organisations. The interviewees talk about their experiences in their respective industry and market as well as their workplace practices (exemplified by arrow).

12.4 Perception of New Zealand Specific Context

There are a large amount of general statements about businesses and organisations in New Zealand that can be described as the interview partners' perception of the New Zealand specific context. The picture the interviewee draw helps to explain the specific difficulties migrants are facing but also the advantages of a culturally diverse workforce addressing New Zealand specific organisational needs (exemplified by arrows).

PERCEPTION OF NEW ZEALAND SPECIFIC CONTEXT

Perception of New Zealand Society - Nzs

Perception of New Zealand specific context (e.g., being a small, isolated country)

Perception of New Zealanders

Attractiveness of New Zealand

Changes in New Zealand (e.g. generational changes, changes in attitudes towards migrants)

Changes in economic environment (business environment and structures)

Changes in govt policy – e.g. Immigration

Employers' beliefs - EB (not the particular respondent, but general statements about employers in New Zealand)

Employers' attitudes towards diversity, migrants and cultural differences

Expectations of employees

Expectations of migrants (if particularly linked to recruitment issues, workplace practices or recommendations, categories below are used)

Preferences for Work Environment

Needs of New Zealand Organisations – NZO

Needs of specific industry, changes

Difficulties of recruiting and retaining New Zealanders (qualification, experience, age)

Skills Shortage

New Zealand Workplace Culture - NZWC

Work attitudes

Work ethics

Work styles

Work values

Work place behaviour

Many difficulties mentioned by the interviewees are explained by their specific Perception of the New Zealand Society. Interview partners describe the specific New Zealand context by the country's specific location (being a small, isolated country "at the edge of the world") and attractiveness. The view is shared that the New Zealand society is currently changing with regard to government policies, economic environment and business structures and is undergoing a generational and attitudinal change. These perceptions are used for a more positive outlook into the future of migrants' employment issues.

Looking at the statements the interview partners make about Employers' Beliefs, particularly towards migrants, quite an interesting picture starts to form. This is characterized by uncertainty towards unfamiliar personal history, background and experiences as well as different work and communication styles and even prejudices towards people who are perceived as different. These predominantly negative beliefs, lack in openness and high uncertainty towards non-New Zealanders help to explain migrants' difficulties in finding employment due to stated (in the interviews as well as other research) language difficulties, reluctance to accept overseas qualifications, the request of New Zealand specific knowledge and experience. As these beliefs prove to be a core explanation for the barriers migrants are facing, the results referring to employers' beliefs will be looked at in more depth.

Depending on the industry the interviewee works in, the Needs of New Zealand Organisations differ. In some industries very specific skills are needed, e.g. radio engineering or in the electronics industry due to the lack in apprenticeships. Businesses in trades, construction and electronics particularly state these specific problems as they see only few New Zealanders being qualified, e.g. in trades and scaffolding, and practical skills not being trained. Additionally, interviewees' state, that small companies cannot afford training for such specific skills so they need to hire people with experience, often from overseas. There is also the difficulty of finding motivated and qualified young New Zealanders who remain in the country. Beside the very specific requirements of certain industries the interview partners share the need to recruit offshore due to the skills shortage in New Zealand. Other specific organisational needs refer to the competition

within and outside New Zealand due to a very competitive international market and the loss of employees to larger organisations.

From my viewpoint it is essential to gain an insight into the New Zealand Workplace Culture to understand the specific workplace practices in New Zealand. More specific and explicit knowledge about employers' expectations and current practices are required. This helps to increase the cultural specific knowledge about New Zealand work styles, attitudes and workplace behaviour and to explain difficulties that arise in intercultural communication and interaction between New Zealanders and with people from very different cultural backgrounds. For example, the New Zealand workplace culture can be described as very relationship oriented and egalitarian. These characteristics can particularly pose difficulties for people who come from countries with a high status orientation and large power distance where hierarchy needs to be maintained and showing respect towards superiors characterizes all interactions. Such cultural specific knowledge should raise a cultural self-awareness of New Zealanders to understand why certain work styles cause difficulties for certain people of different cultural backgrounds, where they are potentially misunderstood and where they potentially misunderstand others. For migrants, this knowledge can help them to understand local behaviour and expectations towards them. Therefore, the findings are outlined in more depth.

12.5 Organisational Practices

RECRUITMENT OF SPECIFIC ORGANISATION

Recruitment Tools and Procedures - R (e.g. using recruitment agencies)

Description of tools

Processes

Policies

Evaluation (e.g. views about effectiveness of recruitment procedures)

Recruitment Agencies – when referring to RA's view then RAO, when to employers view RAC (Recruitment Agency Client)

Selection Tools and Procedures - ST (e.g. using psychometric tests)

Description of tools (e.g. interviews)

Evaluation (e.g. cultural aspects of recruitment and selection procedures)

Selection Criteria - SC

Organisational fit

Cultural fit

Desirable and Undesirable Application Behaviour - AB

For employees in general

For migrants in particular

Discriminative Behaviour – DB (e.g. putting a question mark to an application)

Within the range of Recruitment Tools and Procedures, organisations tend to look for employees firstly within the organisation or their professional and/or personal networks and approach potential candidates before they refer to ads, internet and/or recruitment agencies. In this first stage, people from outside these networks, not known to the

organisation and/or employers have a very low probability of being recognised as potential candidates for the job in question. A similar picture arises with Selection Tools and Procedures. The main tools used are personal interviews which can be easily influenced by personal dislikes and likes. This will probably make it more difficult for people who are perceived as different or dissimilar to “sell themselves” in a way that is expected by employers. Among Selection Criteria, there is a large focus on organisational and cultural fit which underscores the difficulty for people perceived as different. Organisational fit is highly desirable amongst interviewees – this is reflected in the picture of the ‘ideal employee’.

Desirable and Undesirable Application Behaviour for employees in general and migrants in particular lead to recommendations how potential applicants should “sell” themselves. This is strongly linked to certain means of communicating and presenting oneself. In particular, the recruitment agencies describe Discriminatory Practices regarding applications, for example, putting a question mark on a CV and putting aside if the applicant has a foreign name - this assumes language difficulties and reflects a perceived feeling of insecurity (e.g. how to pronounce the last name) among employers.

WORKPLACE PRACTICES

Management - WP(e.g. helping financially)

- Social Activities
- Personal Contact
- Dealing with bad performance

The ideal employee - IE

- Skills, experience and qualifications needed
 - For employees in general
 - For migrants in particular
- Skills, experience and qualifications not needed
 - For employees in general
 - For migrants in particular
- Desirable workplace behaviour
 - For employees in general
 - For migrants in particular
- Undesirable workplace behaviour
 - For employees in general
 - For migrants in particular

Diversity Management – DM

- Policy
- Workplace Practices (e.g. allowing time to pray)
- Accommodating Migrants’ Needs (e.g. giving them time to settle, helping with family issues, helping with immigration aspects)
- Links (e.g. with communities)
- Diversity related difficulties – e.g., perceived age related problems

Managing Teams – MT (e.g. mixing groups, avoiding homogeneous groups)

The current workplace practices are crucial to understanding how the New Zealand workplace looks like and how specific expectations cause difficulties for people of different cultural background. The workplace practices are largely influenced by personal and employers' beliefs (exemplified by arrows) whether Management Practices take cultural difference into account and whether organisations particularly address Diversity Management issues. As some of these practices, e.g. Managing Teams, can be seen as good management practices (if the employer has a positive attitude towards diversity and can see cultural differences as strengths) how to deal with a culturally diverse workforce they are described in more detail. The category the Ideal Employee particularly helps to understand employers' expectations (e.g. looking for and appreciating hard working, highly motivated employees with great interpersonal skills who are reliable and flexible) and is therefore described in depth below.

12.6 Cultural Diversity Issues

MIGRANT ISSUES

Settlement Issues – SI

Coming here - Immigration (visa problems, residency issues, time and costs)

Living here - Settlement (family, finances, not finding employment)

Language- L

Accent (own accent, Kiwi English)

Grammar

Vocabulary

Knowledge and experience of New Zealand Culture – K (e.g. job application skills)

Qualification Aspects – Q

Recognition of qualifications

Qualifications of migrants

Preconceived ideas about migrants – PIM (prejudices)

Preconceived ideas about specific cultural groups – PIC (stereotypes)

Cultural specific difficulties – CSD

Communication

Hierarchy (Leadership-subordinate behaviour)

Time

Competition

Harmony

Process

Group behaviour

Values

Cultural Diversity Issues either refer to the difficulties migrants are facing or the advantages seen in a culturally diverse workforce and are linked with the perception of the New Zealand Organisational Context. The focus either way greatly depends on the personal and employer's beliefs. For example, language is stated as a difficulty, but

depending on the employer's attitude, this is a barrier that can be overcome and is sometimes not only seen as an issue with migrants. The same can be said about cultural differences. Depending on the employer's attitude they can be worked with and even viewed as an advantage. The stated issues regarding settlement, language, knowledge and experience of New Zealand culture, qualification aspects and preconceived ideas about migrants in general and specific cultural groups in particular, strongly confirm previous research (see p. 15) on the barriers migrants are facing in New Zealand when looking for meaningful employment.

Cultural specific difficulties are predominantly seen in unwanted communication styles (e.g. missing eye contact, too shy) and inappropriate leadership-subordinate behaviour. Examples are: showing no initiative, "Some don't want to tell older man what to do as it is seen as disrespectful", importance of being respected due to seniority, "Some are reluctant to lead", "Some international students from Asian countries tend to stay together."

These examples can be grouped into

- Communication
- Leadership-subordinate Behaviour
- Time Management
- Competition
- Harmony
- Process
- Group Behaviour
- Values

These groups also apply to examples about cultural specific strengths.

Advantages of a Culturally Diverse Workforce:

ADVANTAGES OF A CULTURALLY DIVERSE WORKFORCE

Migrants' Strengths - MS

(link to specific situation of migrants, e.g. why they came, not specifically related to the country they are coming from)

Skills (highly qualified, different skills from New Zealanders)

Work Ethics (e.g. motivation, hard working)

Cultural Specifics - CS

(link to specific cultural background of foreign employees, in our case mostly migrants, examples that could also apply for expatriates or ethnic groups within a country)

Communication

Hierarchy (Leadership-subordinate behaviour, Respect for employers – e.g. young pacific islanders)

Time

Competition

Harmony

Process

Group behaviour
 Values
 Physical strength – e.g., Samoan workers

Diversity – D

Mutual understanding and benefits
 Heterogeneous work teams (new ideas and perspectives)
 Links to other countries, customers
 Public image
 Market competition
 More interesting workplace

Advantages of a culturally diverse workforce are seen in particular migrants' strengths: (e.g. *"They are prepared to work very very hard, if you give them an opportunity, they really think it's a privilege, and will find that it's precious, and I think you will get an awful lot back from them, you give someone a leg up, and opportunity in his world they will repay you; "A lot of these people are here to stay, they will be very loyal and desperate to prove they can do it"; "My experience with new immigrants in New Zealand, the ones I engage with, are very very hard working and want to create a new life, a new world for themselves."*) as well as the advantages of a culturally diverse workforce:

- New ideas and international perspectives
- Mutual learning and understanding
- Link to other countries, customers, communities
- More interesting workplace

These statements are less in comparison to other groups of categories but provide valuable information which could be used to promote the idea of 'diversity management' to still reluctant employers. Therefore, there will be also more additional information about these categories.

12.7 Recommendations

RECOMMENDATIONS (*in contrast to categories above, here are statements about what institutions or people SHOULD DO, not how it is perceived, how it is*)

Changes in Immigration Procedures - **IP**

Support Services - **SS**

Institutions (government, universities)
 Assistance for Employers (including financial)
 Courses (e.g. information about ethnic groups, language courses,
 Information (e.g. information about ethnic groups)

Application Behaviour - **RAB**

CV
 Interviews

Recommendations for Employers - **RE**

Positive attitude towards diversity
Communication skills
Understanding cultural differences
Management behaviour and styles
Flexibility
Human Resource Management

Recommendations for Migrants - **RM**

Attitudes and Approaches to Work
Networking
Communication skills
Living in New Zealand
Acculturation

- Assimilation
- Integration

Recommendations for Employers as well as Migrants – **RE/M**

Communication and contact (dialogue)
Understanding cultural differences

The recommendations given by the participants are a valuable source of information on how to improve migrants' employment issues. Therefore, they will be particularly described in greater detail at the end of the section on the interview findings.

In-depth Findings on:

Personal Beliefs
Employers' Beliefs
New Zealand Workplace Culture
The Ideal Employee
Diversity
Diversity Management in connection with Human Resource Management practices
Recommendations

13. PERSONAL BELIEFS

By means of personal beliefs which respondents expressed, it can be measured to what extent these beliefs of a respondent may give insight into the bases for certain practices within an organisation. Therefore it is essential to get an understanding of what respondents consider as crucial for the management of a culturally diverse workforce and what their attitudes towards migrants are. In regard to that, statements could be categorized according to the interview partners’ personal beliefs that referred to the following focuses:

Attitudes towards diversity, migrants and cultural differences	76 (60 %)
Self – Perception	22 (17 %)
Attitudes towards work environment	11 (9 %)
Expectation of migrants	10 (8 %)
Explanation of cultural awareness	8 (6 %)
Total	127

Table 16: Personal Beliefs

With 60% of the statements referring to the interviewees’ attitudes towards diversity, migrants and cultural differences, the emphasis in this chapter will only be on this aspect of personal beliefs.

13.1 Personal attitudes towards diversity, migrants and cultural differences

Among all statements collected for this criterion, different aspects appeared to have importance for the respondents. Interviewees talked most about their approach in dealing with diversity, secondly what kind of challenges they perceived in diversity. In contrast to that, what benefits they draw out of diversity or if they associate diversity or migrants with a positive attitude. Moreover, in dealing with diversity there is also the aspect of being aware of cultural differences and this has been mentioned by some interviewees as well. And lastly, some respondents are put emphasis on “diversity as a fact of life”. They may reflect the growing acceptance in New Zealand of a multicultural society.

Approach in dealing with diversity and migrants	Challenges of cultural diversity	Positive attitudes and benefits of cultural diversity	Awareness of cultural differences/ similarities	Diversity as a fact of life	Total
25 (32 %)	18 (24 %)	16 (21 %)	9 (12 %)	8 (11 %)	76

Table 17: Personal Attitudes towards Diversity, migrants and cultural differences

Considering the distribution across all respondents, it is noteworthy that both approaches and challenges attain the same importance across all interviews. Benefits of cultural diversity as well as positive attitudes were mentioned almost as much as the latter topics. And with a proportion of 12 % and a distribution across 7 compared to 11 respondents,

the awareness of cultural differences does not gain as much consideration as the other topics. The same is noticeable for the awareness of diversity as a fact of life, which is a considerable aspect within the recommendations the interview partners give for employers. This can be explained through the fact that respondents mostly referred to their perception of cultural diversity in the New Zealand context and not to cultural diversity as a general fact of life. Therefore statements enforcing diversity as part of New Zealand's society can be found in the category "perception of New Zealand". Thus it will not be a particular focus in this chapter.

13.2 Challenges in cultural diversity

Before going into the different approaches employers choose to manage their employees, the challenges they see in diversity management or a culturally diverse workforce will be assessed.

The majority of interviewees talked about the challenge in facing employers' beliefs in terms of generalization, stereotyping and categorization of people. This does not only relate to the employers' beliefs but to beliefs in general. One respondent clearly illustrates that by the example of communities that live side by side and not communicate with each other. Subsequently, the danger of conflict arises because people start to develop prejudices against each other or use or their perceptions for judgements without knowing the other party. Ignorance, separation or clusters of communities can arise because of e.g. language or culture. Therefore people need to be proactive about that challenge and try to understand each other or learn about each other.

For the New Zealand context and the respective employers' beliefs, the respondent from a European based organisation, the recruitment agents for IT and accounting and the engaged social development business owner reported difficulty in employing migrants or people from overseas in New Zealand because of employers' attitudes. In comparison to the UK for example one respondent perceived a more relaxed attitude in the UK in terms of how migrants are accepted.

Again the immigration consultant, recruitment agent for IT and one respondent from the retail industry reported that the main issue in cultural diversity is around communication. On the one hand the lack of language skills on behalf of the migrants and on the other hand the issue of people trying to understand each other (intercultural communication).

I8: Culturally I think people tend to get on pretty well, they understand different beliefs, different interests, religions, I think communication is the biggest issue here.

However, there were also some general comments on challenges:

- There are always issues around personality, different religions, different beliefs regardless of cultures
- Expectations of migrant compared to the employer (specialist work vs. generalist work and in terms of salary)
- Managing a diverse workforce as a big topic in general.

13.3 Approaches in dealing with cultural diversity

Having people of different ethnic background or recent migrants in the workplace is one of the characteristics of the New Zealand work environment. All respective employers who participated in this research share the same situation, and that is having a culturally diverse workforce. To what extent organisations or employers address it or see the need in particularly considering it, can be evaluated through this chapter but also through the chapter “Diversity Management” (see p.64) and “New Zealand Workplace Culture” (see p.71).

First of all, it is noticeable for all statements of this criterion that interviewees explained their approaches as well as merely giving examples of how they deal with their employees. According to their approaches, the majority of interviewees considered it important to view people without regard to any kind of diversity including culture instead, seeing them as human beings who should be accorded respect, understanding and humility.

II: “I would like to think the most important thing to me and my culture, and also to other people’s cultures is – people. That is treating other people with respect and understanding and humility, that’s not just my culture....”

Overall this approach was considered centrally important by almost all interviewees. In one case it was particularly emphasised in the sense that diversity should not be specifically considered within New Zealand Human Resource Management Practices because it would be retaining old paradigms. From his point of view, considering differences would mean putting barriers in the way of dealing with a group. Therefore it is necessary to deal with people from the basis that everyone has individual needs and thus gets managed on this basis.

Beyond the very broad understanding of dealing with employees, some respondents also mentioned their appreciation of the experiences and views migrants bring as well as an awareness of their own situation. This is for instance asking migrants for their input, and respecting and listening to their views as it can add to the workplace. One HR manager from a retail organisation expressed her awareness:

III: Yeah and we also experienced one in check out, cause I’m interviewing people, and I’m used to it with different accents and I can understand their situation, especially if they are nervous, so if you’re nervous you don’t talk!

In relation to the general attitudes of employers in New Zealand (see p. 55) the following examples of personal attitudes and practices were stated:

- Persevered with a worker who didn't speak English well and later became one of the top workers
- Have patience and understanding with migrants with respect to the awareness of communication issues and valuing the benefits employers get from them later (e.g., long term stay)
- Value every kind of work experience migrants get in New Zealand because it shows they are motivated and were able to get a job
- Overcome any issue of diversity, if someone is disabled, if someone needs to travel abroad, if someone has a different cultural background, all these things can be worked out.

13.4 Awareness of cultural differences and similarities

Across the majority of interviews, awareness of cultural differences and similarities regarding various aspects were expressed. What aspects are covered can be seen in the following list of statements:

- Some cultures fit easier into the New Zealand cultures than others
- there are similarities between Scottish and Maori in terms of family orientation
- it is easier to relate to people of the same cultural origin
- migrants identity – first nationality/citizenship is true cultural identity thus migrants don't ever truly identify with the new citizenship in essence
- different attitudes towards different cultures, that result in different behaviours related to that attitude
- interview styles are different in every country
- the way people demonstrate their values through behaviours e.g. how they articulate them is different among cultures.

13.5 Positive attitude and benefits of cultural diversity

Based on the intercultural experiences of the interviewees and their contact with people of different backgrounds, different positive attitudes were expressed.

- Interest in where people come from when reading a foreign name for instance
- Enjoying intercultural contact
- Interest in specific cultures or countries e.g. Asia, finding it attractive and vibrant
- Being proud of having grown up and lived with Maori thus embracing Maori culture
- Seeing no negative aspects of cultural diversity.

Furthermore it was also mentioned what kind of benefits interviewees refer to when thinking of cultural diversity. There is a strong connection to the category "Diversity" (see p. 62), where the focus will be on more specific aspects of these benefits or

advantages. In this chapter only general views will be considered. For instance, one respondent perceived diversity as being helpful for understanding the differences that are among people of different cultures. The following statements focus specifically on migrants and employers:

- migrants are bargains, employers are “stupid” not to take them
- open door policy towards migrants in Australia has done their economy tremendous amount of good, they were able to import a lot of skills which they didn't have to pay for essentially (manage by example).

14. EMPLOYERS' BELIEFS

14.1 Employers' Attitudes towards Migrants

This chapter will be looking at all the statements of the interviewees that were coded as employers' attitudes towards diversity, migrants and cultural differences. Interestingly all statements did relate to migrants in particular and not to diversity or cultural differences. It includes statements about employers in New Zealand that refer back to the interviewees' perceptions and experiences of other employers in their industry sector and does not particularly relate to their own practices or beliefs. The majority of statements within one interview were given by an immigration service provider and a recruitment agent for banking, finance and accounting who both have a lot of diverse customers.

Looking closer at the different statements, the following dimensions could be identified and put into a broader context:

	Current Climate	Migrant related issues	Visa and Immigration	Total
<i>Total</i>	57 (68 %)	20 (24 %)	7 (8 %)	84

Table 18: Employers' Attitudes towards Migrants

In order to come to this result, all coded statements (with a total of 49) were divided into the attitude mentioned and the explanation of it (in total 84). Based on this, a distinction between the employers' and migrants' level could be made. Employers' attitudes towards migrants and explanations for that on the employers' level are characterizing the current climate and cover 68% of the statements.

Furthermore, second most frequently mentioned (24 %) were statements clarifying migrant related issues that indicate reasons behind the employers' attitudes on behalf of the migrants' behaviour and performance.

Apart from the current climate and migrant related issues there is a third component which adds to the context. As particular expert, an immigration consultant working with employers as well as migrants alludes to the visa and immigration process (8 %). This can be a subject matter in which both employers and migrants can match their expectations and be mutually benefited by it.

Looking at the total amount of coded statement the majority of employers' attitudes appeared in clusters (see Table 19) with migrant related issues (36 %) after rationales of employers (25 %). Another fourth of statements solely described the attitudes prevalent among employers. And lastly, employers' attitudes, rationales and migrants related issues also appeared among visa related topics covering 14 % of all coded statements.

<i>Clusters of Employers' Attitudes</i>	
Attitudes, Migrants related Issues	18 (36 %)
Attitudes, Rationales	12 (25 %)
Attitudes	12 (25 %)
Visa issue	7 (14 %)
Total of coded statements	49

Table 19: Employers' Attitudes in relation to certain issues

14.2 The Current Climate

All statements across interviews characterizing the current climate in the work environment can be grouped into two dimensions – a) employers' attitudes towards migrants and b) employers' rationales:

<i>The Current Climate</i>	
Employers' Attitudes	40 (70 %)
Employers' Rationales	17 (30 %)
Total	57

Table 20: The Current Climate in Employers' Attitudes

Employers' Attitudes towards Migrants

The current climate described by the interviewees reveals that employers' attitudes are forming part of an impediment to employing migrants. The majority of interviewees across different industry sectors reported this kind of climate prevalent in the New Zealand workplace culture. Despite a culturally diverse population in New Zealand, the interviewees perceive employers in their industries to be wary of people from overseas, lacking openness, still hesitating or being reluctant to take them on.

I5: "I suspect that there's maybe some sort of prejudice maybe, or not necessarily prejudice, but maybe a lack of openness to taking on people like that."

Only in the health sector the opposite characterisation can be found:

I15: "And because health tends to be a very accepting workplace in terms of, it's always traditionally been a place where people of other sexualities or transgender or whatever could work, because health is accepting. There's kind of an understanding of acceptance in health care that helps people, in terms of getting started, their much more likely to take a chance on people and their much more likely to say, 'I don't care, come and work for us'."

Moreover it is interesting how strongly attitudes within the current climate are described. Whereas most comments are on employers showing reluctance and hesitation to take migrants on, there are a number of comments that also describe a tendency of employers

to exhibit discriminatory behaviour, as well as stating a kind of racism that still exists in New Zealand. Perceiving a kind of racism in employers’ attitudes was clearly stated by 2 respondents out of 12 interviews. One was a recruitment agent for accounting and the other respondent is very engaged in working with people across all ranges of diversity and has background knowledge in a variety of business sectors.

<i>Employers’ Attitudes</i>	
Reluctance, Hesitation, Lack of openness, etc.	30 (75 %)
Issues related to discriminatory behaviour	10 (25 %)
Total	40

Table 21: Employers’ Attitudes

Again these two respondents also reported the tendency in employers to practice discriminatory behaviour in two directions. Employers did on the one hand show preference to certain ethnic groups, namely the Europeans as well as Australians. On the other hand employers also showed a negative attitude towards people from Asian countries like Malaysia, India or China and people with English as a second language. Although another recruitment agent for the IT sector reported that he could forward people of all ethnicities to various clients, the recruitment agent for accounting and finance illustrated the preference given to Europeans by an example that refers to NZ work experience:

I13: “No, the problem, if we’re looking at the migrants who haven’t got NZ experience, if they come from England or Australia, possibly America, but not so much America we don’t get too many American candidates through, then their lack of NZ experience often isn’t an issue, if they’re from India, from Malaysia, from China, any of the Asian countries, sometimes we have problems with South Africans, even sometimes our clients will give us some grief over our South African clients. You know, it just depends on the client.”

Employers’ Rationales

Employers’ attitudes and employers’ rationales characterising the current climate, cover half of the coded statements (see Table 19). Now looking at the different rationales of employers, the responses show that the reluctance in employers mainly results from uncertainty:

<i>The Rationales</i>	
Uncertainty	10 (59 %)
Generation Issue	4 (23 %)
Bad experience	3 (18 %)
Total	17

Table 22: Employers’ Rationales

Uncertainty arises in different cases, e.g. when employers do not know about the migrants’ culture and therefore do not have an idea of how they work. It also arises when a migrant with high level experience comes in and employers are scared because they are

not sure of how to handle that person. If the migrant is able to show immediately the abilities they have, this has a positive influence on the employers' attitude. For example, there is less difficulty gaining employment for artisans or plumbers.

There is also some uncertainty regarding what the benefits of migrants are and how migrants can make their contribution in their own way in contrast to adaptation into the work place culture. Employers may not recognise that a migrant and his family have their own culture and can contribute without forgoing their own culture.

Besides uncertainty, the current climate in employers' attitudes also relates to rationale of the generation issue, e.g. especially older managers in the NZ workplace may not be open and receptive to things that are quite new. Three interviewees stated that the change in demographics, particularly the ethnic composition enforces the concern on dealing with diversity and migrants.

I12: "It doesn't have the same negativity. It's the same in the UK, or it was the same in the UK, not so much anymore, and it's just a case of getting over it and eventually come another generation down the line it will happen, and they will start being accepted more, but I think it's a nervousness..."

And lastly attitudes were also influenced strongly by the previous experience an employer had with migrants. Two interviewees clearly mentioned that one bad experience makes employers not want to repeat the same mistake again and therefore may not accept migrants forwarded to them by a recruitment agency. This kind of assumption was linked to one example of discriminatory behaviour coming from a particular client of a recruitment agency:

I13: "So we do have clients who sometimes say, the people who English as a second language, 'don't put them in front of me, I don't want to see them', 'we've had mistakes in the past, I don't want to do that again'."

Looking at the importance of these topics according to how many interviewees mentioned it, the same order can be found.

1. Uncertainty (in 4 interviews)
2. Generation (in 3 interviews)
3. Bad experience (in 2 interviews)

14.3 Migrant Related Issues

In most of the statements, employers' attitudes were related to perceived difficulties (see Table 23) with either the migrants' skills and work experience (65%) or accent (20%) or the migrants' goals of employment (15%). Regarding the interviewees who mentioned these topics, skills and work experience occurred in 5, accent as well as difficulties with migrants' prospect in 2 interviews.

Skills and experience	13 (65 %)
Accent	4 (20 %)
Migrants' goals	3 (15 %)
Total	20

Table 23: Migrant Related Issues

Among the skills and work experience required for getting a job in NZ, communication skills are most important, after NZ work experience and the team fit. When thinking of difficulties with migrants in the workplace, one respondent explained that there are no issues around religion but there are with communication. One recruitment agent stated that employers worry about people from different ethnic background because of their conversation skills in terms of communication via telephone and the team fit. Some employers responded 'they wouldn't fit in with the rest of the team; too quiet'.

The importance of NZ work experience was particularly mentioned by two interviewees. One said there was the false belief in employers that you have to have NZ work experience to add value. Some employers do not consider migrants who haven't got NZ work experience. If they come in with a huge pool of knowledge from overseas and big markets, some employers think that it does not match the NZ context. Even if they gain work experience in NZ, some employers place importance on the fact that they gained it in their profession. That of course depends on the type of industry they work in and what skills are required. Regarding the position level of migrants, employers did not necessarily employ them in a high position if they had worked in one before.

The migrants' goals for employment are another issue that is important for employers reported by two respondents. Some employers perceive the goals of migrants as a 'short term money making thing', because they had migrants coming into the company and not staying with them long. To what extent short or long term is defined, was not mentioned.

Furthermore there were two interviewees who mentioned the accent of migrants. One interviewee from the retail industry reported from her experience with an Anglo-Bangladeshi group that they faced difficulties e.g. in getting an interview. Accent can be an issue because it lets employers think customers will get put off. On the other hand it can also determine on how you get promoted. In contrast to that, the other interviewee from the health sector acquainted employers don't let accent effect their decision in taking migrants.

I15: "You know if you're out there, there's a myriad of different accents from places all over the world, they can't afford to be choosy like that because they've been there, they know what their experience is."

14.4 Visa and Immigration Process

In one particular interview the concern about work regulations and the visa application process was raised. In general, the visa application or immigration process plays a crucial role for the relationship between an employer and a migrant. Carefully thought through immigration processes can mutually benefit both employer and migrant.

Since there is no licensing scheme for immigration advisors at the moment in NZ, immigration services can be very flexible in terms of quality. Offering poor service in that regard can cause a lot of damage to New Zealand. Moreover, there is again uncertainty among employers in choosing the right work regulations under which they can bring a migrant in.

Generally the whole immigration and visa application process is stated as being a big unknown to the employers in New Zealand, whereas for all multinational organisation this is not an issue because they can access a pool of knowledge from overseas and refer back to their experience.

There is also a lack of awareness from employers of what (negative) impacts a temporary visa can have on migrants' and their families. Offering residence implies an incentive for the migrant to come. At the same time it is a risk for the employer because migrants are not forced to stay with the company anymore once they gain residence status.

NB: The Current Climate has a strong link to 'perception of New Zealand's society'. Migrant Related Issues can be compared with 'Ideal Employee – skills, experience and qualifications needed for migrants' to see if it matches the expectations (see p.78).

14.5 Employers' expectations of employees and migrants

Compared to a high number of statements given for employers' attitudes towards migrants, there is only a small proportion for employers' expectations of migrants, expectation of employees and preferences for work environment:

Employers attitudes towards migrants	49 (88 %)
Employers expectation of migrants and employees	7 (12 %)
Total of coded statements	56

Table 24: Employers' Beliefs

These are the things that different interviewees stated as expectations for employees in general:

- work hard in this kind of industry (telecommunications)
- accept that expectations may not be met compared to different experiences with HR practices all over the world (European based organisation in New Zealand)
- team fit of an employee is important in New Zealand (recruitment consultant for accounting)
- have to display behaviours that are correct for the business but generally these are quite common for most industries or business sectors (transportation industry)

Only two statements were made for migrants in particular by the immigration consultant and the respondent that is engaged in finding employment for people of all diversities:

- by offering residency, migrants are expected to stay with the company
- it is giving a different way of expressing themselves that appeals to the NZ employer

Preferences for work environment by the immigration consultancy:

- temporary work permits are preferred by employers because they place restrictions for migrants to stay with the company and they are processed faster

15. DIVERSITY

Diversity can relate to various demographic variables like gender, age, religion, ethnicity or nationality and is therefore used in different contexts. This chapter will mostly focus on diversity in terms of a culturally diverse workforce. Based on this criterion it can be explored what employers deemed as benefits and advantages of having a culturally diverse workforce. The most consensus was reached on diversity bringing mutual understanding and benefits (40%), followed by advantages for heterogeneous work teams (28 %) and links to other markets or customers (15 %). The least advantages were seen in the market competition (9%), as well as the public image and a more interesting workplace (each with 4 %).

	Mutual understanding and benefits	Heterogeneous work teams	Links to other markets/ customers	Market competition	Public image	More interesting workplace	Total
<i>total</i>	19 (40 %)	13 (28 %)	7 (15 %)	4 (9 %)	2 (4 %)	2 (4 %)	47

Table 25: Advantages of Diversity

15.1 Mutual understanding and benefits

Diversity is generally deemed as something positive and something belonging to life in any field (work, community, and neighbourhood) and across any differences. However, cultural differences are considered as well and attain awareness.

The majority of respondents associate diversity with benefits. Benefits are seen for the relationship between employers and migrants but also between people in general. Associated with the workplace, respondents stated that if employers have the courage to take migrants on, both employers and migrants can benefit from it. Employers can “get an awful lot back from them” if they just give them the opportunity. And if they are able to identify the differences they can actually try to use them to their advantage. Overall diversity enriches the company, it enriches the business.

In consideration of the experience migrants gained from overseas in other markets, taking on migrants gives employers the opportunity to receive the benefits other countries had from them. Moreover it can sometimes be of an advantage for customers or clients if migrants share the same background with them because they can relate to each other easier.

On a much wider level, cultural diversity actually helps individuals to comprehend the differences and become tolerant of them (also not just cultural but e.g. age). This is reflected not just in the workplace, but also in the community where diversity helps to pull people together and assists them to understand each other better as well as learn from each other. Apart from all differences that can exist, there is a human nature thing behind it as well. A person who can share the same experience and knowledge makes things much easier.

15.2 Heterogeneous work teams

The general consensus for this criterion is that cultural diversity in the workplace brings different ideas, unique views, different experiences, and different knowledge. It can be an advantage e.g. for the marketing or sales group because of the 'tall puppy syndrome' peculiar to New Zealand culture, where New Zealanders find it hard to sell themselves. Having different views and approaches can help much. For the health sector it is emphasized that diversity helps tapping into groups of individuals who would not normally have access to the health profession. However, compared to a heterogeneous work force, having a homogeneous team is associated with the challenge that it can lead to ignorance in other people's way of thinking.

15.3 Links to other markets and customers

New Zealand is seen as a small and isolated country. For this reason, some employers emphasized the advantage of having migrants in terms of their connectedness with the world. They can link to other countries, new market as well as new clients. Links are important e.g. for organisations whose mother company is not located in New Zealand. Moreover, cultural diversity in the workplace deemed special appreciation in the retail and transportation sector because of the relationship to the customer base. Shared cultures make it easier sometimes to do business.

15.4 Market competition

Respondents from the banking and accounting industry as well as the retail industry stated that migrants are of importance because they reflect the market and thus the consumer base.

15.5 Public Image and More Interesting Workplace

For these latter criteria the least statements were made. The advantage of a culturally diverse workforce for the public image was only mentioned by two respondents. It includes the perception of a company employing many migrants from a lot of different countries as having a good culture. As well as a good picture both ways for staff and customers, stated by one representative of the retail industry.

Again two respondents associated cultural diversity with a more interesting workplace. Migrants make the life of people they work with more interesting. On the hand the respondent was not sure if a high satisfaction at the workplace can be attributable to a diverse workforce, but he stated it makes it a more vibrant place.

16. DIVERSITY MANAGEMENT

Based on the data collected for Diversity Management, the different measures organisations have implemented can be examined. Half of the total statements relating to this criterion were about Accommodating Migrants Needs, followed by Difficulties related to Diversity, Diversity Policy and Links.

<i>Diversity Management</i>	
Accommodating Migrants Needs	35 (50%)
Diversity Related Difficulties	19 (27 %)
Policy	12 (17 %)
Links	4 (6 %)
<i>Total</i>	70

Table 26: Diversity Management

16.1 Accommodating Migrants Needs

Many employers noted that migrants or diverse people groups may have particular or specific needs that require some acknowledgement or assistance on their part in order that the workplace functions efficiently. Also of consideration is that the employee is able to settle well and therefore desires to stay working in the organisation.

Statements relating to this accommodation referred, in the main, to two areas. The first area is in relation to assistance that may be required for an individual to function within the workplace, the second pertaining to settlement concerns such as orientation to the New Zealand way of life.

Types of statements referring to workplace accommodation and settlement can be summarised as follows, there were the same number of statements made for each sub category:

<i>Settlement</i>	<i>#</i>	<i>Workplace</i>	<i>#</i>
Counselling	1	Flexible working hours for religious or cultural reasons	5
Assist with immigration and residency	5	Mentoring system, coaching to orientate people to NZ workplace	2
Provision for study and English lessons	2	Culturally specific services available, e.g., health sector	2
Proper orientation and welcome to NZ	3	Accept view of migrants that job is a 'filler' until something better comes along	1
Concern for family members as well	2	Be more than 'just an employer'	2

Table 27: Accommodating Migrants Needs

Although the frequencies of comments are too small to draw any comparison, they do give an indication of the understanding that this sample of New Zealand employers have towards managing diversity. Most statements referred to the types of accommodations employers were willing to make, however some employers also mentioned that there are limits to accommodation. For example trips 'back home' can be accommodated to a point but when this impacts too much on the workplace it becomes an issue for employers.

A few comments were also made about treating all employees in the same way – e.g., on a case-by-case basis - giving time off for community meetings or going to tangi. It was considered that basic human needs are the same for every group so there should be no differential in terms of treatment.

Accommodation comments relating to settlement conveyed the understanding by many employers that when people are new to the country there are associated issues that may arise. These need to be considered so that the employee can successfully remain in the country. If there are financial concerns or family problems then there is a higher likelihood of the individual leaving which would incur financial costs to the employer. The issue of dealing with residency and immigration related issues came up a fairly often for employers. Sometimes noted as frustrating to employers, but also accepted as part of the price to pay for the skills required. There was also some comment that helping with objectives such as residency for the migrant can give them a further incentive to stay.

16.2 Diversity Related Difficulties

The next most talked about aspect for employers in terms of diversity management related to the difficulties they perceived as either being something to do with cultural differences or to do with age, sex or disability. The criterion of diversity related difficulties reflects a range of concerns for employers that may be general as well as related to migrants. The statements not only refer to perceived difficulties but also offer some insight into how the employers' deal with these difficulties.

General statements that come up often relate to issues arising when a range of different cultures, ages, and genders work together. These are talked about in terms of 'normal' practice for the New Zealand workplace, and are not often spoken of as insurmountable difficulties but rather something that needs to be 'worked through'. Experience of diversity in the workplace has also allowed some employers to adjust their expectations and learn different ways to manage people.

In certain industries, such as the health sector, where there is an extreme skills shortage, diversity is viewed as the norm because there are never enough New Zealand doctors and nurses. Any difficulties that may arise are managed on a case by case basis and not seen as anything especially problematic. Other industries such as transport, also experience staffing shortages and for these reasons employers are eager to work through problems so that they don't have to let go of employees.

Overall some of the responses relating to difficulties can be summarised as follows:

- *Integration* - whether people can fit into the workplace; cultural difference
- *Age and gender* – for example young people tendency to leave; old people difficulties with adaptation; attitudinal differences; differences in experience; cultural attitudes towards gender
- *Communication* - Understanding the meaning in a conversation; relationship brokering; conveying instructions
- *Discrimination* - Problems where employees experience discrimination in the workplace

Comments relating to management refer specifically to the types of difficulties noted above, these include:

- *Supporting employees* – in terms of whether they've experience racism/sexism; helping manage difficulties in relation to disability or gender; patience with communication and integration.
- *Dynamic management* – mix up young and old groups to avoid difficulties
- *Workplace* – Order the workplace so difficulties do not impact; disabled individuals can have the workplace changed to suit them; figuring out ways to keep people working when they are hindered by poor health for example.

16.3 Policy

Policy comments (17%) tended to refer to particular practices, allowances or attitudes an employer made clear was a feature of the particular organisation. These may be in reference to particular policy around treatment of people and clear non-discriminatory recruitment standards, or more general such as making it clear to migrants, that if they need to maintain certain religious practices that this is acceptable.

It could be assumed that from the small responses in terms of actual workplace diversity policy, that dialogue around diverse workplaces are not generally stimulated further than subscribing to generic policies such as EEO for example. One private sector organisation referred to mandatory training that came from the mother company in the USA – this providing some training on relational, religious and cultural diversity. In this particular sample, policy referred to seemed to be generated as part of an on-going process, with adjustments to practices made as situations arise.

A large retail organisation referred to a specific diversity policy that appeared to be a work in progress:

I18: "I think people bring different unique views, and that's what we're trying to do with our diversity policy. We're saying that we recognise that everyone has their own unique contribution, and just because it's different doesn't mean we shouldn't value it...our diversity policy is about accepting and recognising and welcoming the different contributions everyone brings."

16.4 Links

Only a few comments (6%) referred to links to the wider community in the management of diversity. However, statements were quite informative as to the agencies, such as one local government who provide services to deal with diversity.

Three examples follow:

This interviewee is involved in the community service industry assisting with migrant settlement. As her role was closely connected to helping migrants integrate into New Zealand, she had an understanding of the wider processes that impact on migrants in terms of how local government has to link to diverse groups in order to promote their needs.

12: "I think [this local government] would appear to be quite proactive, because it is a designated portfolio to deal with distinct culturally diverse groups that are resident in this local area. So that's why you have an ethnic intercultural liaison portfolio, a pacific island portfolio, a Maori a youth portfolio, so I think it's a very good indication of those very distinct groups and interests and the need for council to be engaging with those groups...so what they are trying to do is ensure that these processes are informed by those diversities."

Another industry referred to the importance of maintaining links with migrant communities as this is good business practice and part of managing well.

17: "There are generally people around in most migrant communities who...you know can sort of... bridge the gap, so you need to make contact with those sorts of people and building relationships with them and with those communities to understand...a lot of that is just good business, good employment practice. You've got to do that if it's a kiwi community or whatever...a lot of those practices I think it's just extensions of good management."

Retailers in particular saw the value of maintaining links with certain groups of people, this being valuable in terms of recruitment as well as maintaining the market.

118: "We are seen as a good opportunity for Maori, especially in the rural areas. An opportunity to get some work and they like [this organisation], you know 'you work where you shop'."

17. TEAM MANAGEMENT AND GENERAL WORK MANAGEMENT

These two categories are closely linked to diversity management as well as general human resource practices. The sub categories include: social activities; personal contact; dealing with bad performance; mixing groups and avoiding homogenous groups.

Managing Teams	
Managing teams (no criteria)	8
Mixing groups	2
<i>Total</i>	10

Table 28: Team Management

While comments referring to team management appear to be few, the majority of them (60%) were made in an industry which relies heavily on the success of team work. For this employer, the management of teams were a constant consideration there were issues of age to consider, as more youthful workers may need the experience and discipline of older workers. There were many culturally specific statements mentioned, including the perception that clique forming amongst different pacific island groups could become a problem for the workplace.

Team management strategies were proposed and these can be summarised as follows:

- Utilise different kinds of life-skills depending on the task for the day
- Avoid cliques by mixing up teams
- For tasks that are tedious turn it into a team effort so workers don't get demoralised
- If it is possible, to avoid conflicting ethnic groups (e.g., ones who's countries are at war) separate into different working areas

Facilitating effective team work for the industry where this was most important was viewed by the employer consistently in terms of how to get the best from people, where one has to be 'more than just an employer'. This means taking into consideration not only more obvious aspects of diversity such as age, gender or ethnicity but also the employee's socioeconomic backgrounds. If financial concerns of an employee are getting in the way of work productivity then this employer would help out financially.

Further, if a particular individual lacked confidence (this is sometimes referred to as a cultural specific difficulty) and had potential then this employer would strategise ways to get this person to step-up. Some of the methods included mixing up the teams to avoid intimidation for example.

Work Management (general)	
Social activity	1
Personal contact	1
Dealing with bad performance	7
Work management (no criteria)	5
<i>Total</i>	14

Table 29: Work Management

Statements relating to general work management (see Table 29) tended to cluster around dealing with bad performance. Some of these were general, but many were seen as cultural specific. In particular how to deal with undesirable workplace behaviour such as poor time-keeping were viewed in light of the fact that some cultures do not have the same understanding of time as ‘western’ countries and need to be taught. For example:

I16: “ if you take the Pacific Island culture where it’s more of a laid back approach, attendance and lateness is a big problem, and its all about communication and education. At the end of the day you can’t penalise someone who’s been for all of their life on a bit of a glide-time, flexi-time, because that’s not their culture. If they bring that into the company, you’ve got to expect that it’s not going to be perfect, you’ve got to work at explaining it and showing them the reasons why you have certain criteria that you need them to do, like coming to work on time.”

Further comments to the effect that explaining and showing the reasons why time-keeping is important were made. It was accentuated that it is not enough to talk to employees about what New Zealand work practices are, they need to be shown why this is necessary and then there is a better chance of the behaviour changing.

The issue of firing people came up a few times, in general the sense was that this is always an arduous, often painful process, and not a decision made lightly. Firing for issues such as dishonesty were relatively clear cut, but dealing with firing someone who didn’t work well in the organisation caused complications for the employer, for example:

I5: “this guy was very educated, very good inter-personal skills, and experience, but he would always reinforce his perspective, he wouldn’t accommodate other people’s perspective...other people didn’t want to work with him”

In general, disciplinary action tended to be taken when all other avenues had been exhausted.

17.1 OI – Human Resource practices

The results for this category tended to cluster on the general HR practices of organisations, there were not too many overlaps with diversity management; this shows that the category is generally robust. However there were some HR practices mentioned that related specifically to diversity management or cultural specifics (20%).

In the health industry, these related to Pacific Islanders in the workforce who were happily working with other Pacific Islanders and whose training needs were looked after by the HR department. In terms of Maori workers, they were supported by HR in order that they perceived themselves to be ‘culturally safe’ working in Health. If an individual desired a Kaumatua or Kuia they would have the opportunity to meet with them.

In terms of ethnic statistics gathered by HR in the health sector, these were reviewed on a regular basis, mostly for the reporting of Maori statistics as these were of interest to the government. Individuals were not asked whether they were migrants but they were asked for their ethnic background and could provide that if they wanted to.

A respondent from the transport industry, mentioned issues relating to those who were outside the guidelines (for example, those who became too overweight to drive the buses); these were being discussed with unions as to how effectively this could be managed, without resorting to firing people. Another transport related organisation tended to deal with diversity related issues at a training level with work done around equal opportunities and anti-discrimination within the workplace (I17).

One respondent mentioned that catering to the needs of certain groups is a fine balance between treating people with equality and making sure people are cared for effectively (I16). In managing workers, one respondent said that it is important that the employees cultural and religious background was understood (I11).

Skills shortages were mentioned within the health sector and construction in relation to the fact that those who are trained are in short supply so ‘we’ve got to train whoever.’ (I3)

In general it appears that HR practices are mainly concerned with programmes and training needs that are applicable to the entire workforce, however, where there is awareness of particular issues of certain groups, HR practices are either adapted or new guidelines are developed. Similarly with diversity management this operates very much like an on-going process with refinements and new ideas being constantly re-worked so that the changing needs of the workforce can be managed effectively.

18. NEW ZEALAND WORKPLACE CULTURE

The New Zealand workplace culture is characterized by the socio-economic environment which usually influences the organisation's direction on formulating job structures and human resources policies. Employers and workers perform according to these structures imposed around them resulting into a workplace culture.

The responses falling under NZ workplace culture category resulted in five criteria, namely, work styles (42%) which generated more statements, followed by work attitudes (25%), work values (22%), work behaviours (8%) and lastly work ethics (3%):

Work styles	25	42%
Work attitudes	15	25%
Work values	13	22%
Workplace Behaviour	5	8%
Work ethics	2	3%
<i>total</i>	60	

Table 30: New Zealand Workplace Culture

18.1 Work Styles

Work styles-related statements reflected an interesting picture of the workplace culture since there seemed to be no patterns or general rules being followed in managing the workforce. Statements provided diverse options for work styles according to different groups in terms of levels of workforce, organisational size, reporting relationship structures, team, culture, career management and relationship with external environment.

Pace	23%
Flexible Management/Worker Styles	19%
Egalitarian vs. Hierarchical Structures	19%
Big vs. Small organisations	15%
Team Culture	12%
Career Management	8%
Community Links	4%

Table 31: Work Styles

Pace

The pace of how the work was accomplished was described as very fast moving compared to other countries. Thus, the need for immediate results required commitment from the workforce to work long hours, be mobile and be driven up to the breaking point. However, regardless of how stressful the environment could be due to the pace, the NZ workplace was still described to be a fun working environment which may be due to, harmonious interactions among teams.

Examples of statements:

- Different cultural environment, in terms of how you process work and the pace
- Pace and process of work is a lot faster here in NZ than other places
- Very driven
- Fast moving
- Push employees into breaking point sometimes, long hours, work on weekends, very mobile
- Workplaces are fun environment

Flexible Management and Working Styles

The NZ workplace was also characterized as a flexible environment in terms of management styles. Employers or managers can choose whatever approach to use in managing the workforce. Hence, they can either be the process-oriented manager or the results-oriented manager. The former was concerned in how things are done and was strict about employee behaviours. On the other hand, the results-oriented manager allowed the employee to perform according to their own styles as long as the results were produced. Similarly, this manager can be flexible about time also since he looked at generated output.

Examples of statements:

- Two management styles in NZ, “first is the guy sitting in his office, with a walk in a line otherwise you’re out of here approach”
- Second, “Just do what you like and I’ll sit here and close the door”
- Flexible sort of working environment, don’t watch clocks

Secondly, flexibility was also reflected in the working styles of the employees. The workers perform roles which have no specific boundaries. This might be due to the fact that most NZ industries were considered too small-scale to have specialized job structures in their respective organisations. Therefore, it was important that workers were willing to perform roles beyond their general job descriptions.

Example of statements:

- Need to have very flexible boundaries about work roles, need flexibility in the workplace
- too small to be specialized

Egalitarian vs. Hierarchical Structures

Work styles can also be affected by the way reporting relationships were structured in organisations. There were two emerging types of structures – the hierarchical and the flat or egalitarian. Generally, NZ organisations were viewed to possess egalitarian relationships. People in the management level were viewed to be easily approachable, without need for formal modes of communication, and willing to do roles that were

below their normal job descriptions. Hence, the term “do-it-yourself” culture was mentioned by one participant. Similarly, the employees regardless of their position level were willing to do jobs that may be considered as staff-level job.

However, there was one company which mentioned that they still practice the more hierarchical method of management wherein there was more formalities in addressing co-workers. Also, they defined their working styles as traditional and old-fashioned regardless if they were up-to-date in terms of technology when it comes to administrative procedures. Nevertheless, this organisation is a retail industry which creates a ‘point of difference’ by practicing this way – this is by no means general practice in New Zealand workplaces.

Examples of statements:

- Hierarchy doesn’t exist here the way it exist in other places
- NZ culture, no hierarchy (flat structure – seen as positive)
- “do it yourself” culture, have to do everything regardless of your position (seen as positive)
- Old fashioned values, traditional courtesy, formal approach – call peers with titles (Mr or Mrs.)
- Modern in administration but still maintain the traditional values viewed as special

Styles of Big vs. Small Industries

There was a contrast in the workplace culture for the big and small industries in NZ in terms of how they view their culture in relation to their employees. In small companies, the culture was described to be family-oriented, thus the presence of concern for the staff and willingness to take care of their welfare for as long as it takes. Big companies such as multi-national corporations were viewed as being able to provide attractive wages but were not as concerned with retaining their employees.

Examples of statements:

- In a small company, you’re a bit like a family
- Though publicly owned now by shareholders, still family oriented, care for the staff
- If you take somebody on, look after that employee for life
- Big companies are prepared to pay high wages but not concerned with keeping people

Team Culture

Themes revolving around the success of teams still influenced how work styles were structured. Thus, team fit was considered to be important since there is the emerging, if not already existing, organisational context which revolve around social teams creating a 'team culture' in organisations.

Examples of statements:

- Team culture is coming to play now more than ever
- New Zealanders are very much into team fit, it comes down to team fit
- They have a social team

Career Progression

How employees' career progress in the organisation were depicted also to have no rigid rules or requirements. Formal qualifications like academic degrees were not viewed as necessary climbing up the organisational ladder.

Examples of statements:

- With career progression even if you don't have formal qualifications
- Have possibility of progressing even without actually having academic qualifications

Community Links

Part of the work style was integrating management objectives with community links. This was done partly because of customer focus as well as responsibility towards the external organisational environment.

Example of statement:

- Do things as part of the community, national and local campaigns, and each store should have its own campaign

18.2 Workplace Behaviours

Workplace behaviours that were mentioned included the support of management and staff for migrants coming in to the workplace. They usually help the incoming employee to integrate and settle in the organisation. Further, the behaviour that was inherent in the workplace was the expectation of punctuality in terms of producing output. Lastly, the NZ workplace structure was perceived to be modelled after the British system, hence, those workers coming from the same system didn't it find difficult to perform in the NZ organisations.

Examples of statements:

- Supportive staff and superiors even if you are coming from another country
- Colleagues supported her, helped her open up
- Employers expect punctuality
- Employers smile at you but not genuine
- Not much hurdle same with British model

18.3 Work Values

Organisational work values reflected the preferences of employers and the reasons for setting up procedures and structures in the workplace. Three emerging subcategories came up for this section, namely, value on workforce characteristics, workplace culture, and community-related links.

Values on *Workforce Characteristics* mirrored the inclination for certain selection criteria for the employees. Statements referred to the types of employees who were fitted to the organisation and how they should treat everyone in the organization.

Sample statements were:

- How people can sell themselves appeal to NZ work culture
- Ask for references and make decision based on the information they get from references
- Not hung up on qualifications, more on experience and how you present yourself
- When business is tight, employers make a business decision as to who is going to be best for them internally and externally (importance of communication)
- A place where you know a lot – family, everyone is related

Values on *Workplace Culture* centred on employers placing importance on equality. However, one employer's emphasis on equality made him state that focusing on diversity will only create some sort of disparity for treating employees in the organization. Hence for him, diversity distorted the idea of equality. Such opinions could be related to the value that management placed on employees' satisfaction in general. Such importance of maintaining employee satisfaction can also be related to proper functioning of the workplace since it was viewed as belonging to a very hard working industry.

- NZ is egalitarian – not much social difference between boss and employees
- Business is run according to standards and equality is the culture, supported by top management
- Some organisation do not see diversity as adding value to the organisation, hence it's not done
- Emphasis on employee engagement index (employee satisfaction index)
- Work very hard in this industry

Lastly, values placed on *Community Links* pertained to community-based activities which were either on a regular schedule or part of employees' voluntary programmes. These activities were viewed to be necessary in gaining respect and acceptance from the communities who were actually the source of external customers for the organisation. The communities' perceptions also had an impact on the image that the organisations project to their external environment.

- Community engagement program involves a volunteer day for employees
- Helping a non-profit with their accounting for a day
- Do a lot of community work, get a lot of respect

18.4 Work Ethics

Work ethics in New Zealand were viewed to be much higher than those of organisations at Europe in general. However, employers still see specifically the British standards as more superior to the NZ context.

Examples of statements were as follows:

- NZ standards perceived much higher than those who worked extensively in Europe
- But NZ standards are perceived not as high as British standards

18.5 Work Attitude

Responses pertaining to work attitudes cluster on three subcategories namely attitudes towards diversity, towards organisational culture and towards career management. Firstly, much was said about diversity perhaps due to the fact that the organisations included in the study have diverse workforces. They generally viewed diversity as a positive aspect in the organisation. Further, because of this atmosphere of diversity there was a little pressure to be similar to everybody and be flexible as long as results were produced. There was another underlying attitude towards diversity wherein it was viewed as something not to be highlighted because it will create disparity towards treatment of employees. There should be no special treatment because of gender, religion or ethnicity. All employees were viewed to deserve the same treatment as everyone else regardless of their characteristics.

Attitudes towards Diversity sample statements:

- Focus on sharing ideas about country, personal aspects and office cultures – different ways of doing the same thing
- Open and accommodating mind towards differences
- Belief that differences can be precious and lead to a very effective workplace
- Younger generation managers do not see the differences anymore
- An environment where there is diversity
- An environment where there is very little pressure to be standard

- Nobody cares what you do or where you come from as long as you are doing your job
- In fairness to everyone, should only have one standard
- Steered away from catering certain groups as a generalization
- Different cultures have different needs, need to balance

The second subcategory pertained to attitudes towards the organisational culture wherein some employers treat the workplace as an intimate family structure. Thus, there were expectations of loyalty and desire to have employees who will stay in the organisation for a longer period of time.

Attitudes towards Organisational Culture sample statements:

- Not the same loyalty when you are in a big company
- Small scaffolding company – working together intimately, stay on for years
- Organisation is seen as a stop gap for those looking for work experience, students, people who like night fill, those who wanted to save, second jobs, with child care situations – people move on

Lastly, there were few statements about attitudes towards career management. Parallel to the other sections of this report, career management in NZ organisation was really about accepting that one needed to start from the bottom level and work your way up. The positive side about this was that the employee will have holistic grasp of the entire work process since they worked on all aspect. Alternatively, this could be quite a negative experience for migrants who were coming in with high qualifications and long periods of work experience in a certain area. They will be greatly disappointed to be placed in lower level positions. But then the attitude of accepting that this was the way one progresses in an organisation, hence, the employee should be able to possess this attitude as well.

Attitudes towards Career Management

- It's about working your way up to a certain level
- Once in the system you can work your way up

19. THE IDEAL EMPLOYEE

19.1 Skills, Education and Qualifications (SEQ)

Employers in New Zealand have certain expectations from employees regarding skills and qualifications. Out of the total statements relating to this criterion, employers talked more on needed skills (94%) rather than skills that are not expected (6%) from workers. Further, there were more statements on SEQ requirements from migrants (59%) than from employees in general (41%). This was also applicable to the unnecessary skills from migrants and employees with 57% and 43% percentages, respectively:

	Migrant	General	Total
Skills needed (94%)	68 (59%)	47 (41%)	115
Skills not needed (6%)	4 (57%)	3 (43%)	7
<i>total</i>	72	50	122

Table 32: 'Ideal Employee' - Skills, Education and Qualifications

Statements that were generated from SEQ emphasized more about communication skills (41%), followed by technical skills (33%), and then the necessity of work experience (22%). Interestingly, the importance of qualifications was not highlighted as much in the responses except from the Health Industry. Only in this industry one can practice one's qualification and relate it to the actual job without any need of being initially employed in a lower level job. The Accounting industry pointed out the necessity of qualification but they mentioned that they give more premium to degrees earned in New Zealand.

Expectations from Migrants

For migrants, required skills cluster more on communication or language abilities (51%) since they were expected to have "very good" verbal and written English skills including grammar competence. These aspects were deemed important because of the necessity to interact with teams, being able to communicate their needs, getting ideas across, comprehending instructions from mentors or trainers, relating with different cultures, and dealing with customers.

Further, work experience (28%) was the next most important requirement for considering migrants. Work experience may have more bearing if it was gained in New Zealand because it gives the employers the idea that this migrant has been considered by another NZ employer. Having the NZ experience eliminated the questions of communication skills as well as the interaction skills which were deemed necessary in the NZ workplace. This also gave the pretext that this candidate was already acquainted with the policies and procedures of the NZ legal environment.

Lastly, the migrants were expected to have more hands-on skills or technical abilities (18%) such as in programming skills in Information Technology (IT) and Accounting

which were essentially the occupations in the shortage skills list. Hence, it can be inferred that migrants are usually considered in these types of industries since it is hard to get qualified candidates in NZ.

Expectations from Workers in General

Expectations from employees still followed the same pattern with that of the SEQ for migrants wherein more statements were issued regarding communication skills (39%) but shifted on the importance of skills (34%) as the second most important requirement and then followed by work experience (18%). Communication skills that were required for this group were described as interpersonal communication skills, customer service skills, networking skills, interacting with team members, dealing with customers and the like. All communication skill requirements still fit into the objective of interrelating with other people in the immediate workplace and external clients.

Moreover, technical abilities and skills relating to the job vary from general statements like good skills set, right skills set, appropriate skills, relevant skills, technical background, excellent skills to more specific statements like scaffolding skills, electronic skills, and driving skills. It was noteworthy that one interviewee emphasized that skills were no good if the worker would not be able to apply them. Hence, an element of communication skills came in since it can be related to the person’s ability to teach the skills to another person or carry out the task according to the procedures of the organisation. Work experience, on the other hand, was desired by employers since this would help the workers perform their jobs without much training – employees are usually expected to “hit the ground running”.

19.2 Desirable Workplace Behaviour (DWB)

More desired workplace behaviours were discussed pertaining to workers in general compared to behaviours directed to migrants. This could suggest several things such as they are not particularly looking at migrant behaviours but behaviours in general, their workplace is not mainly composed by migrants or they are not targeting migrants as desirable workers in the workplace.

	Migrants	General	Total
<i>total</i>	29 (29%)	61 (68%)	90

Table 33: ‘Ideal Employee’ - Desirable Workplace Behaviour

The desired behaviours can be divided into two subcategories – the person-oriented (PO) traits and the relationship-oriented (RO) behaviours. The statements falling under person-oriented traits pertain to expected attitudes and personality traits of an employee which are deemed necessary in the accomplishment of the task at hand. Relationship-oriented behaviours, on the other hand, are behaviours that can facilitate relationship building especially in the context of team interactions. There were no clear demarcation of desired behaviours for migrants and employees in general. Both categories of the above-

mentioned subcategories of behaviours were simultaneously discussed for both groups. Moreover, there was more emphasis on person-oriented behaviours from migrants (76%) and employees in general (54%) than relationship-oriented behaviours.

	Migrant		Employees in General	
	PO	RO	PO	RO
# of statements	22	7	33	28
%	76%	24%	54%	46%

Table 34: Person vs. Relationship – Oriented Behaviours

In total, there were more statements on desired person-oriented traits from workers (61%) than relationship-oriented behaviours (39%). This trend may be interpreted in relation to the concept of New Zealand as being an individualistic country in Hofstede’s (1997) dimensions. Hence there is more reliance on the traits and capabilities of the individual as a driving force in accomplishing a task. However, such capabilities were also necessary in facilitating relationships in the workplace, which will be elaborated in the next section.

	PO	RO	Total
<i>total</i>	55 (61%)	35 (39%)	90

Table 35: Person and Relationship – Oriented Behaviours in total

Person-oriented (PO) Behaviours

Statements that were mentioned related to person-oriented desirable behaviours ranged from very broadly defined behaviours to specific behaviours. Broadly stated behaviours pertained to having good work ethic, having the right attitude, being fantastic at their job, good people, do a good job, with good personality, and the like. In addition, the respondents also made specific descriptions of the desired person-oriented behaviours which were further categorized and ranked as follows:

- *Motivation*- 32% (being driven, ambitious, focused, ability to listen, asking questions if one doesn’t understand, motivated, prepared to go an extra mile, prepared to study, make effort by themselves)
- *Energy* – 32% (enthusiasm, energetic, excited and passionate about work, ambitious determined, talented, work very hard, bouncy with smile, creative, dedicated on the job, enjoy working).
- *Flexibility* – 19% (not picky on roles, fill-in gaps, can manage large numbers of tasks at one go, not rigid of what is and isn’t their job, can accept that one has to start from the bottom to move up)
- *Reliability* – 17% (finishing task on time, dedicated, being loyal to the workplace such that they have the intention of staying long in that organisation, can make quick decisions in difficult situations, handle pressure on deadline, professionalism, with long term career prospects).

Person-oriented traits and behaviours seemed to be associated with how jobs were structured in NZ industries. Jobs appeared to be unstructured with no clear boundaries of

roles or clearly defined job descriptions. Hence, the prevalence of what they call as a “*do-it-yourself*” culture which meant that an employee may be expected to do jobs from A to Z. Behaviours which may fall under *Motivation* were necessary in placing oneself forward or going to the next level of the job in case there was no clear job delineations or procedures. *Energy* and *Flexibility* would be essential in doing tasks which were unrelated but were essential to the organisation’s objectives. Such behaviours can also have indirect effects on how you deal with co-employees in terms of creating a harmonious and creative working environment. Some of the positive behaviours related to *Reliability* were punctuality in accomplishing tasks and loyalty to the workplace. Finishing tasks on time or according to deadline have effects on the timeliness of other employees’ deliverables. Employees usually work in teams. Hence, one’s actions have domino effects on another. Also, employees are needed who don’t treat the organisation as a stop gap. Training and re-training were viewed as costly to the organisation and also not helpful for the cohesiveness of team relationships.

Relationship-oriented (RO) Behaviours

The NZ workplace appears to be widely characterized by team-oriented dynamics. Therefore, employers needed behaviours that will facilitate relationship building from employees. Relationship-oriented behaviours that were mentioned included social skills that can be desirable to make teams perform successfully. The responses on the social skills deemed to be desirable can be subcategorized and ranked as follows:

- *Team-fit* – getting along with others, can understand and work with people, can relate well with others, can work in groups, can follow norm being observed by the group (e.g. addressing each other by surname), can work as team, accepts the culture, exposed to different culture, accommodating to clients, pleasant to clients even if under pressure, work in teams and with supervision if necessary, integrate well with the group, can fit with the team and be part of the team, positive perception from co-worker
- *Openness* – approachable personality, not too introverted nor too extroverted, just right character, fun-loving, have good friends at work
- *Helping* – supportive, motivates co-workers, cooperative
- *Culture-fit* – loves the environment, appreciate other cultures
- *Listening* - listen to others
- *Respecting* – need to be tolerant,
- *Questioning* - asking for help if one needs it
- *Leadership* – can lead social activities

The majority of the employers’ responses cluster on the Team-fit subcategory. These were the behaviours that will help the individual and the team to interact well with each other. *Openness* or the person’s willingness to accommodate other people was also given emphasis. The third ranking goes to the *helping* behaviour of the individual followed by *culture fit* or fit in the overall culture of the organisation. Other necessary social skills for fitting in a team like *listening*, *respect*, *questioning*, and *leadership* were mentioned as well in a lesser degree.

19.3 Undesirable Workplace Behaviour (UWB)

Statements on work behaviours that were not appealing to employers revolved more about employees in general (62%) as compared to migrants’ undesirable behaviours (38%). This was consistent to the DWB data which could again suggest that employers were either not looking particularly at migrant behaviours but behaviours in general or migrants were a minority in their organisation.

	Migrants	General	Total
<i>total</i>	24 (38%)	39 (62%)	63

Table 36: ‘Ideal Employee’ – Undesirable Workplace Behaviour (UWB)

Similar to DWB, the UWB can also be grouped into two categories – the person-oriented (PO) behaviours and the relationship-oriented (RO) behaviours. There were more undesirable relationship-oriented behaviours (51%) than person-oriented behaviours (49%) but the difference was negligible. The undesirable behaviours in the PO group focused on attitudes and personality that hindered the accomplishment of the task at hand. Undesirable behaviours in the RO behaviours, on the other hand, were negative attitudes and actions that prevented the employee in maintaining a harmonious relationship with the superiors, co-workers, and clients of the organisation.

	PO	RO	Total
<i>total</i>	31 (49%)	32(51%)	63

Table 37: UWB related to RO and PO

There was more emphasis on relationship-oriented behaviours from migrants (63%) while it was opposite for employees in general (56%) wherein person-oriented behaviours were the source of the undesirable behaviours. The clear distinction of undesired behaviours for migrants and employees in general pertain to behaviours that are influenced by culture or as employers put it – behaviours that “use culture as an excuse”, e.g. not coming back to work in time due to family obligations.

	Migrant		Employees in General	
	PO	RO	PO	RO
# of statements	9	15	22	17
%	38%	63%	56%	44%

Table 38: UWB related to migrants and employees in general

Person-oriented Behaviours

Undesirable behaviours in this category focused on general negative attitudes that hindered the attainment of goals. Statements ranged from broad responses like different work ethic, different attitude, doing one's own thing, to specific responses which were contradictory to the statements made in the DWB criterion. Hence, the subcategories were ranked as follows:

- *Unreliability* – 38% (want to do own thing, wanderlust, have lots of absences, work is not long-term goal, use culture as an excuse for poor performance, employees just stay for a month, absenteeism and tardiness because of culture, react to stress differently due to domestic issues).
- *Lack of Motivation*- 31% (complacent, just happy where they are, don't ask questions, nervous and quiet, don't have motivation, lack of drive, lack comprehension, laid back approach)
- *Lack of Energy* – 12% (lazy, working very slow)
- *Inflexibility* – 12% (don't listen, think like he is the centre of the world, think that work is prescribed by computer screen,)
- *Dishonesty* – 8% (Abusing the internet, invoice fraud)

As earlier mentioned, the highest problem fell on being *unreliable* due to typical behaviours of not staying long in the organisation. Such behaviours may be explained as the propensity of individuals to view the organisation as a temporary place to work. Absenteeism and tardiness were also major concern especially if reasons given were due to cultural and family obligations. Perhaps, these were the issues that the employers had no authority to control due to the reasons that the employees used to justify the behaviours. Thus, culture can become a salient factor in the consideration for reliability of employees in a diverse workforce.

Relationship-oriented behaviours

The undesired behaviours that fell under this category range from general statements like different work ethic, trouble applying the work ethic, poor work ethic, and having a different attitude. Furthermore, the specific statements pertaining to relationship building hindrances can be subdivided into difficulties between superior-subordinate relationships, challenges in team or co-workers interactions and client or customer-interactions.

- *Relationship with Team/Peers* (72%) – relationship with peers doesn't work, a bit pushy, clique behaviour, inability to relate roles with the roles of the team, don't get on with the team, being rigid and won't accommodate other people's perspective, plagiarize other people's work, other people won't work with him because of attitude, ignore teaming links with people, own his own all the time, don't make an effort to fit in, temporary stay in the organisation affects team morale, no patience for team members, personality clashes, not being able to understand the culture, being stubborn won't see other's viewpoint,

bad team member, quite people cant mix with loud bolshy people, timid cannot be placed in big scary place

- *Relationship with Superiors* (19%) – relationships with boss doesn't work, worker doesn't approach boss if he has a problem, keeps problems to themselves until they reach the breaking point, don't listen, don't follow set of objectives, can't take instruction well, some ethnic groups have issue taking orders from females, don't adhere to policies, just bloody mindedness, and just doing it his way.
- *Relationship with External Clients* (9%) – customers complain about him, don't deal with customers, talking in own language which is rude because the customers couldn't understand it.

In any of the above subcategories, culture affected the behaviours which were considered negative by the employer respondents. For instance, *relationship with peers or team members* was affected when workers start to clique or maintain their own groupings according to their ethnicity or cultural background. This hindered the cohesiveness of working teams within the organisations. For the *superior-subordinate level*, some workers observed hierarchical distance from managers which was just inherent respect for some worker coming from particular cultures. This, however, prevented the two-way communication between boss and subordinate. Also because of culture, some workers found it hard to follow instructions from female superiors because it was atypical for their culture to do such thing. Lastly, customers can also be affected by cultural differences in such instances where some employees start to use their own foreign language to converse with co-nationals. Overall, the employers still give emphasis on behaviours that will hinder the smooth interaction between team members which will be translated to failed or delayed output.

20. MIGRANTS' STRENGTHS

Employers in New Zealand have certain expectations from migrants regarding their communication and language skills, their technical skills and work experience. On the other hand employers also acknowledge certain skills and personality traits migrants bring. Statements considered for this criterion showed that the interviewed employers appreciated migrants' work ethic (55%) slightly higher than migrants' skills with 45% (see Table 39). Interestingly, the majority of respondents particularly mentioned migrants' strengths. They cover both the public and private sector. The majority of them acknowledged the work ethics of migrants as well as the skills they bring. The respondents who did not point them out under this category were from private sectors of Transport, Construction, and Pharmaceuticals as well as from the recruitment agency for IT and one from the recruitment agency for accounting. However, in comparison to the whole dataset collected for the categories, Migrants' Strengths are stated fewer than Migrant Issues.

	Work ethic of migrants	Skills of migrants	Total
<i>Total</i>	21 (55 %)	17 (45%)	38

Table 39: Migrants' Strengths

Work ethic of Migrants

When thinking of migrants performing in the New Zealand workplace, employers especially appreciate the drive and dedication migrants offer to their work. In general they deemed migrants to be very hard working, even to the extent "that they will work their butts off just to get a break". The loyalty migrants bring to the workplace is also much appreciated by the employers. Migrants think of work being a privilege and therefore value it as something precious. They will stay with the company because they are desperately looking for a job. So this positive experience is also shared, despite the experience some employers had with employees from overseas who had left the company shortly after they came in. Thus employers expect and appreciate much the fact when employees follow long term prospects instead of short term. Furthermore, migrants are often highly motivated and flexible. They have tenacity to move on and especially to work their selves up from bottom to top even up to the level of their previous position in their home country. Especially migrants from overpopulated countries with a high unemployment rate were seen as being more driven to competition.

Skills of Migrants

Associated with the good work ethic migrants bring, employers also place a lot of acknowledgement on their education, work experience and talent. Whereas most statement deemed migrants' education and skills set as an important benefit in general, two respondents particularly valued the specific skills they bring. For the electronics industry on the one hand, education opportunities can not be provided in New Zealand for their specialist area that is why they are short of skills and have to recruit overseas. If

they had to do so, they did not report any problems in employing people from overseas. For the retail industry on the other hand, one respondent stated that migrants exactly have the qualifications New Zealand needs. Besides high education and specialist skills, the work experience of migrants made employers aware of their strengths. Migrants for instance offer great valuable international work experience or even knowledge from bigger and more difficult projects.

21. RECOMMENDATIONS – IMMIGRATION PROCEDURES

The immigration procedure is one of the major components of migrants' relocation and settlement into a new country. It determines e.g. the expectations of migrants or what basis migrants and employers work on. Thus it has a big impact on the migrant, his or her respective family as well as the relationship to the employer. In the context of recommendations two employers gave helpful advice for the immigration procedure and everything that it involves.

For immigration authorities:

In general

- need to look at ways that they can encourage not only skilled migrants but migrants in general to come to New Zealand
- the registration process (skills required to get registered as a doctor, engineer, etc.) should be a part of immigration process
- professions need to be part of the immigration process e.g. how many migrants they want to bring in

Concerning Qualifications

- there should be a seamless match between what the professional bodies want and what the immigration authorities want
- should be dealing more closely with the migrants on what qualifications might be required to work in New Zealand so that in case migrants can't work in New Zealand with certain qualification, they know they have to re-register or qualify again in New Zealand because it determines their expectations
- need to look at what skills are transferable and whether the incoming immigrants have got them or not

Need of Employers:

- before employing anyone from off shore, they need to get some assurance that if migrants don't stay, they won't lose out financially

22. RECOMMENDATIONS – SUPPORT SERVICES

Nearly all interview partners give ideas how they can be supported in employing more migrants. There is a wide range of suggestions that address different institutions and various ways of assistance specifically in providing more information and courses. The immigration consultant put it like this:

I4: “But I think having an organisation that you could... call on to maybe provide... that would be able to give you some background as to that um nationality or that country just to... so you at least have some knowledge as an employer about what you might be getting in to... what the person may be like... what the person ah... what the person may be like in terms of their overall beliefs and and um ideals and what... where that person might be coming from...? Because I think yeah once you understand that then it’s easier to accept or if not to understand why the people are acting the way that they are or asking the questions that they are.... Yeah I think having something like that... an organisation that would be able to provide that sort of information... Yeah I think that would be really helpful actually. Yeah yeah, I don’t know whether logistically um it would ever happen because it wouldn’t be seen as a money-making thing... it would have to be a government initiative.”

Information

A large need of information is expressed:

- About different ethnic groups
- About existing support and assistance
- About existing courses
- About immigration procedures
- Specifically for migrants
- Specifically for employers.

Courses

Different types of courses, particularly for migrants, are suggested:

- English courses
- Up-skilling courses
- Training
- Targeted cross-cultural training

Assistance for Employers

Assistance often refers to having access to information and the provision of courses but also some basic issues regarding visa, educational system and contracts, e.g. with regard to

- Training
- Apprenticeship costs
- Contractual safety

Institutions

There are several suggestions which institutions (central government agencies and departments, local governments, EEO trust) should provide certain assistance, information and/or courses. Particularly the central and local governments are addressed:

- To promote awareness for cultural diversity, e.g. Asian day in Auckland
- To observe labour market and skills shortage
- To provide up-skilling tools
- To establish local support networks and migrant networks
- To encourage community events

Besides governmental institutions a stronger co-operation with universities and links with churches are suggested. Also the importance of the Chambers of Commerce is stretched. As New Zealand proves to be a very relationship-oriented culture a lot of recommendations refer to the importance of formal and informal networks between and within different communities and institutions to increase contact and dialogue.

23. RECOMMENDATIONS FOR APPLICATION BEHAVIOUR

Most of the interview partners give suggestions for migrants pertaining to what they should consider when they apply for a job in New Zealand with the recruitment consultants being a particularly valuable source of information. These statements specifically refer to the CVs, the interview situation and desirable application behaviour. It becomes clear, that these suggestions are closely linked to what employers expect the “ideal employee” to be like and how the New Zealand workplace culture can be characterized. Particularly the statements about the CVs refer to clear discriminatory practices in the recruitment and selection process.

CV

- Pay attention to your name on the CV.
- Have an English oriented name in the middle of the ethnic name.
- Show prospective New Zealand employer on CV.
- Do CV the Kiwi-style.
- Stretch skills you have.

The recruitment agent for IT made the following statements on issues migrants need to be aware of when applying:

I8: *“And one thing which would help especially the smaller ethnic groups, is their name on their CV, you can see the (?) especially candidates from India or China or Malaysia, Asia generally who can have quite long-winded names than you know, from what we’re used to. And you’ll see someone from China for example, who’ll have a ten letter first name, and then say an English name like John or Charlie and then a ten lettered surname, if not two of them. Now, like myself or the hiring manager have to make, no not have to, we do make assumptions, do we phone that person up to find out whether their communication skills are good? Or do we go to the next candidate that says ‘John Smith’ who more than likely the skills are good. So time is precious, and we put a question mark on the Chinese person, or the Asian person and put that to one side and go to ‘John Smith’, and that’s harsh but it is a reality [...]”*

I8: *“[...] the fact that they can show on their CV that another employer has hired them, means that one of those question marks is gone – which is communication skills. That means someone in NZ has interviewed that person, and has discovered that that person for their needs the communication skills are good, or good enough, in which case they’ve hired them, so just by having a job in NZ, they’ve sort of covered a whole lot of things off...”*

Interviews

- Be relaxed and personal.
- Talk about personal interests and hobbies.
- Be aware of behavioural based interviewing.

Desirable Application Behaviour

- Employers like to see candidates represented in a certain way that makes it easy for them to see that person is worth interviewing.
- You need to have friendly attributes.
- They've got to actually bring something with them.

This repeatedly stated high focus on relationship skills and personality-fit, also when applying for a job and participating in a job interview, poses high challenges on people of different cultural background. First of all, the employers' expectations towards them might collide with the way the applicants have learned what is proper behaviour in such situations. Secondly, if they don't manage to meet the expectations in how to sell themselves (which is surely difficult when coming from another cultural background), assumptions about their skills and suitability for the jobs are made. Again, as can be seen in the recommendations for migrants, employers mainly seem to expect that people from other cultures just assimilate to the way work is done and how one communicates.

24. RECOMMENDATIONS FOR EMPLOYERS

This section contains all the recommendations of employers to other employers how to improve co-operation with people of diverse cultural backgrounds, particularly migrants. Statements were coded into six (6) criteria, namely, positive attitudes towards diversity, communication skills, understanding cultural differences, management behaviour and styles, flexibility and Human Resource Management. Nearly half of the responses fell into the recommendations for positive attitudes towards diversity, followed by suggestions for Human Resource Management practices, understanding cultural differences and management behaviour and styles. Below is the distribution of responses in order of frequencies:

Positive attitudes towards diversity	40	46%
Human Resource Management	22	25%
Understanding cultural differences	15	17%
Management behaviour and styles	14	16%
Flexibility	8	9%
Communication skills	5	6%

Table 40: Recommendations for Employers

24.1 Positive Attitudes towards Diversity

All interview partners share the understanding that employers need to have positive attitudes towards diversity and that in general an attitudinal change is required, so that New Zealand employers become more open, tolerant and respectful towards cultural differences and diversity. The statements refer to the courage to employ migrants leading to the appreciation of cultural differences as well as diversity.

I15: “[...] and I think you will get an awful lot back from them, you give someone a leg up, and opportunity in this world then they will repay you.”

I113: “We recommend, I’m just keeping their...I suppose just making sure that they are keeping their mind open and that they look for the best candidate.”

I114: “So you have fantastically well educated people, with fantastic personalities who will work their butts off just to get the break. So they’ll spend three or four years in a role whereas someone else coming out might just spend 6 to 9 months.”

I118: “[...] these are the sort of things that we don’t know and if we don’t recognise such things and we don’t deal with them appropriately then those are the things that can cause upset and problems further down, so it’s trying to get awareness out there of how different cultures can react to different things, yeah.”

Courage

- Employers should have the courage to employ migrants
- Take the risk!
- Give migrants a chance!

Cultural Differences

- First of all, employers need to be **aware** of cultural differences.
- Then they need to acknowledge and appreciate cultural differences.
- And they should even go further and value cultural differences.
- To finally value the multicultural society New Zealand has become.

Diversity

- Employers should just accept the fact of diversity and the need to deal with it.
- Employers should be open about it and just look for the best candidates they can get, no matter where they are coming from.
- Employers should appreciate diversity and even support people to be diverse.

24.2. Human Resource Management

There is a wide range of suggestions how cultural diversity should be taken into consideration by the Human Resource Management. The suggestions refer to nearly all aspects of HRM practices from recruitment, selection, job description to training. But first of all, there needs to be general support within the organisation.

Organisational Support for Diversity

- Support by top management
- Policies addressing diversity
- Up-skilling HRM towards diversity issues

I10: “[...] I can only really, it’s an awareness thing. And I think (name of organisation) having good policies in place so if you do feel that somebody is being discriminated against its not being afraid to come back and say something. Or for example...and that’s across...I suppose female, the whole diversity issue...they’ve got to have policies but its also its really got to be that top part of the company that says that we are not going to tolerate this.”

On the basis of such types of organisational support there are the following suggestions for the various aspects of HRM.

I10: “You know, but to drive that, HR departments could do more, and that’s where it leads back in to ‘ok look at their work load, but how are they up-skilling themselves once their qualified? You know are they reading their articles, what the best performers are doing?”

Recruitment

- Recruit specifically migrants

Interview

- Develop culturally sensitive interview questions

Job Description

- Know exactly what skills are needed
- Give appropriate job roles

Accommodating

- Welcome new employees
- Consider living and family situation

Team

- Work in intercultural teams

Training

- Intercultural training
- Team training
- Train the team leader

24.3 Understanding Cultural Differences

For a large proportion of the interview partners there is the clear understanding that an appreciation of diversity and good management practices are only possible when employers are able to understand cultural differences and learn about the different cultural backgrounds of their employees.

- Employers need to look beyond to understand the others' behaviour.
- They need to know the history of each other.
- They need to understand specific cultural requirements.
- You have to understand yourself before you can understand how someone else works.

Understanding cultural differences is seen as important to avoid misunderstandings and be able to explain different behaviour, so that, as a consequence, employers are able to act appropriately and take specific needs into consideration.

24.4 Management Behaviour and Styles

Nearly all interview partners give suggestions of how to put positive attitudes towards diversity into daily practice so that they are able to successfully manage an increasingly cultural diverse workforce.

A large part of these statements show **how** employers can be appreciative towards cultural differences and diversity, what issues they need to consider when they are culturally aware, how they increase mutual understanding and avoid misunderstandings.

Culturally Aware and Appreciative Management Style

- Be mindful
- Be a good listener
- Take time to talk
- Learn about cultural differences
- Avoid misunderstandings
- Appreciate ideas
- And: Be tough on racism!

I17: “We do things like um small things like shared lunches where actually people from different nationalities bring something around which is relevant to their culture and publicise with newsletters and videos the differences that we have culturally within [this organisation].”

Such a culturally aware and appreciative management style leads to management practices particularly addressing migrants’ needs as well as co-operation and managing teams. These recommendations complement the already existing diversity management practices some of the interview partners have talked about before.

Accommodating Migrants’ Needs

- Consider specific cultural requirements, e.g. due to family obligations or religious beliefs
- Make sure migrants understand different workplace practices.

Co-operation/Managing Teams

- Employ a balanced workforce
- Foster co-operation and a good working environment
- Liaison with people in the migrant communities.

24.5 Flexibility

Closely linked with positive attitudes towards diversity, several interview partners state that employers need to be flexible and adaptable, which implies also openness to change, if not even openness to an attitudinal change. This flexibility is not only referring to the

need to employ people of more diverse backgrounds but also to the need to accommodate management practices due to specific cultural requirements which – again – require understanding of cultural differences.

17: “I think you’ve got to be reasonably flexible and understanding yourself because sometimes issues ...um come to the surface in migrant families or migrant communities um which you as the manager have no understanding ... you know ... you haven’t been forewarned of ...”

24.6 Communication Skills

Most recommendations regarding communication are relevant for migrants as well as employers (see p. 103), but there were some comments particularly addressing employers, e.g., taking time to talk to employees, support dialogue among all employees and staff and superiors. Good communication skills are also seen as good management behaviour. This can be seen in the recommendations for a culturally aware and appreciative management style.

11: “... I guess there’s all sorts of very simple things, like speaking slowly, ensuring the person has understood before answering (?) on within the situation or discussion.. sharing humour is a big one, yeah um, explaining colloquialisms, for us its explaining simple Maori things that come up that people otherwise wouldn’t have a way of getting a handle on, um, having time I think is a big thing, having enough time, and a good listening ear [...]”

25. RECOMMENDATIONS FOR MIGRANTS

This section contains all the recommendations of employers to the migrants for them to succeed not only in the workplace but in the society in general. Statements were initially coded into five (5) criteria, namely, attitudes and approaches to work, communication skills, acculturation, networking and living in New Zealand. More than half of the responses fell in the recommendations for attitudes and approaches to work. The rest were almost evenly distributed to the other criteria. Below is the distribution of responses:

Attitudes and approaches to work	31	53%
Acculturation	8	14%
Communication Skills	7	12%
Networking	7	12%
Living in NZ	4	7%

Table 41: Recommendations for Migrants

25.1 Attitudes and Approaches to Work

Employers provided recommendations pointing to the appropriate cognitive and behavioural approaches that the migrants should have in relation to employment. Under this criterion, two subcategories emerged, composed of workplace attitudes and behaviours (44%) and approaches to work (56%).

<i>Workplace Attitudes/Behaviours</i>	44%	
- Attitudes		10
- Behaviours		5
<i>Approaches to Work</i>	56%	
- what to bring to NZ		3
- what are the requirements in NZ		5
- ways to look for a job		5
- accept lower level		5

Table 42: Attitudes and Approaches to work

Workplace Attitudes

Under workplace attitudes and behaviours, the respondents recommended desirable attitudes to migrants such as being open-minded, being flexible and being persistent. These attitudes, specially being open-minded, should be expressed in a manner which was cordial and “non-confrontational”. Further, having these attitudes will help the migrant face whatever experiences they will encounter in the workplace which might be different from their home countries.

Open-mindedness

- They should keep an open mind and not be afraid to make suggestions about how they think things should work in a ‘non-confrontational way’
- Someone looking for a job in NZ from another country should keep an open mind and be flexible
- People outside the health environment – ‘be prepared to take what you can get’
- Migrants should try to be open to new work practices

Flexibility

- Have to be prepared to look at things differently
- People coming into NZ from a different country and working here should expect that things will be done differently here
- You’ve got to do everything no matter which position
- Migrants need to be flexible in the workplace, open to doing things differently
- Flexible

Persistence

- Be persistent

Workplace Behaviours

Recommended behaviours, on the other hand, refers to positive work behaviours such as keeping up with the work pace at the same time maintaining the quality of work output, being proactive, enjoying one’s work despite the fast pace, and adapting to the workplace culture. These recommended attitudes and behaviours were consistent with the statements under the category “Ideal Employee” and “NZ Workplace Culture” wherein the “desired” employee-type should possess personalities such as being flexible and being energetic. These behaviours were consistent with the requirements of the workplace culture which was described as fast moving, not so structured thereby needing a lot of flexibility and acceptance of the particular work culture.

- To do things very fast and try to be accurate
- Migrants should enjoy what they are doing
- NZ workplace - workers need to be proactive in suggesting efficient work place behaviour
- be adaptable, accept things would not normally accept in work and life

Approaches to Work

Secondly, the recommendations on *approaches to work* revolve around changing migrants work expectations and appropriate actions to finding work in New Zealand. Migrants were advised to be aware about the qualifications and the work experience that they bring to this country. It was not enough that migrants bring high qualifications, they should also be aware whether their qualifications can get recognition or certification in

this country. Similarly, they should also be equipped with work experience which may or may not be interpreted as the same in New Zealand.

What to bring to NZ:

- Get to know the needed qualifications, if they are comparable here or not, get understanding of qualifications, what you do over there, experience level since outside it might have a different interpretation of that work experience
- Migrants should be clear about qualifications and experience before coming to country
- There are things migrants can do. On the one hand be aware of what is their tertiary qualification, their education, computer skills and on the other hand understand themselves as an individual with values and culture.

Another reality that migrants were advised to face head-one was to be ready to start from a lower job level, and consequently lower wages than initially expected. From here onwards, the migrants can work their way up. In accepting low job status, however, the migrant should be aware that the job they should accept would at least be related to their own field of profession. Getting a low status job not related to one's qualifications may not be acceptable to some NZ employers even if it can be considered as "NZ experience".

Accepting Lower job status:

- Be able to accept lower level jobs, pay cuts
- When migrants get NZ work experience on a low level, they should get it in their field.
- Migrants need to be tenacious, keep going and not to have too high expectations, e.g. accepting to start in a low level position to get NZ work experience before they can go back to their previous background.
- Migrants should expect that you can't get your previous status
- She recommended to one of her migrant candidates, get in at a lower level, impress them like you have and work your way up once you're in the system.

Employers also gave recommendations on how to look for jobs in New Zealand. They have always encouraged persistence and tenacity from migrants. They stated that job vacancies were not always paper-advertised. Hence, the migrants needed to pro-actively look for jobs by approaching companies personally or look for alternative channels for job advertisements such as the internet, door-knocking, newspapers and even the word-of-mouth approach. While doing this, the migrant should also ensure that they have the proper qualifications and related work-experience to the job that they were actively pursuing.

Ways to look for a job in NZ:

- be active in looking for jobs, don't rely on paper advertisements, approach companies personally/directly in the field they've worked before
- be active in looking for jobs, don't rely on paper advertisements, approach companies personally/directly in the field they've worked before
- Just come to industry and ask for job – check usual places for jobs/word of mouth
- Um well I suppose certainly in our industry. Just turn up. Knock on the door and ask for a job. Check the website, check the newspapers, word-of-mouth, we get a lot of drivers through word-of-mouth.

Knowing how to approach companies for their job vacancies may not be enough if the migrant weren't knowledgeable about the application requirements of employers in New Zealand. Hence, employers' recommendations focused more on the topic of having the proper work experience gained in NZ. This was also mentioned in the category on "Ideal Employee", wherein employers expressed that migrants should have the required "NZ experience". Although conflicting in a sense, since one employer stated that any NZ work experience will do, while another said that the NZ work experience should be related to one's profession, it was still emphasized that it was desirable to have been immersed in the NZ workplace. The work experience in NZ, as elaborated in "Ideal Employee" provided the employer with the assurance that the migrant had proper communication skills and capable of interacting in a team environment which was also prevalent in NZ.

Job Requirements in NZ:

- Migrants can cover a lot if they get any NZ work experience.
- It has to be in their own field, you couldn't have experience working in a chip shop for example and then want to go back into accountancy
- Get NZ work experience in one form or another, even if it's not in their area of expertise
- Migrants should be prepared that lack of NZ exp. may hinder them [getting a job].
- If she's got somebody qualified from India or Africa with no NZ exp. she would be talking about income expectations with them and where migrant would be willing to start.

25.2 Acculturation

Employers recommended that migrants should learn to adapt to their new environment. Most statements pertained to "adaptation" but it cannot be directly inferred that they meant full assimilation (or migrants will fully embrace the host country's culture and abandon their native culture). However, there was the general recommendation for the migrant to learn to adjust to their host country's culture. Even in the workplace, the employer would not be able to appreciate migrants who were trying to impose their own native culture.

- Migrants need to make effort to fit in
- Migrants should adapt to the environment of the country they live in
- Anybody going into another environment should adapt to an environment (e.g. country, company, school, etc.)
- They have to adapt initially
- If a migrant came across as uncompromising and citing their culture as an excuse, as an employer it wouldn't come across very well

Some also suggested that adaptation may mean adjusting to New Zealand culture but it didn't mean that the migrants needed to abandon their own culture and beliefs. Employers advised that no one should abandon one's heritage - in terms of values and cultural identity. This could be referred to the concept of integration wherein the migrant

may want to meet the new culture “half-way”, which was possible by blending their native culture with that of the new culture.

- Migrants need to get an appreciation and an understanding of the NZ environment and the culture and if they can map their understanding of themselves on to how it would suit the NZ business and start to adapt (halfway of process) and sell themselves into that space that really allows them to have some momentum going forward.
- Migrants don't have to change beliefs but do need to adapt
- But should never feel have to compromise on own values and cultural identity

25.3 Communication Skills

The importance of having proper communication skills, as also mentioned in the section “Ideal Employee”, was emphasized by employers in their suggestions to the migrants. Perhaps this was because they were referring to migrants whose mother tongues were not English. There was the direct reference to actual English speaking skills wherein it was suggested that migrants should try to practice by talking to people in English almost everywhere and being exposed to English mass media.

- language skills important for migrants
- Talk with people, watch TV, practice speaking in English even at home
- Should talk and express themselves especially during interviews

However, the suggestions weren't confined to having just proficiency in English and its grammatical structure. An employer suggested that the migrant should also try to acquire the Kiwi accent and altogether get rid of their native accent. This was considered part of the learning process or adjustment to a new environment. Having the right accent can help the migrant blend in and at the same time ease the process of communication with local people.

- Getting used to the accent is a continuing effort – part of the learning process
- Migrants should be trying to get rid of their accent

Lastly, beyond English structure and having the right accent, employers also suggested that the immigrants should learn the nuances of how local people communicate. Hence, they should try to understand colloquialisms and the unspoken manner in which they communicate. Not being able to understand the verbal and non-verbal message of other party will result in misunderstanding and undue disrespect to each other's feelings and cultures.

- Training that helps migrants understand the colloquialisms, what people talk about and not to take offence
- Migrants need to understand the way people in NZ of whatever ethnicity, the way they act, the way they respond whether it be short or sharp or be long or whatever

25.4 Networking

Recommendations under networking can be tackled by looking first at employers' presentation of its advantages. They stated that majority of jobs can be sourced through networking. Having the proper network, the relevance of having the proverbial "NZ experience" may be overlooked since there were other people who can vouch for your social skills. Thus, one can enhance his or her own credibility through associating with the right people who can provide proper referencing.

- Through networking you can build up your credibility
- NZ work experience issue for migrants can be overcome by network of their own people,
- Majority of roles will be found through networking

Since migrants were new at a certain place, they had to make effort to expand their own network. There can be various ways to achieve this, such as being outgoing, having good friends, participating in social activities at the workplace, and embracing the culture of other people regardless of their religious background or personal interests. It was through networking that understanding between different groups of people can be facilitated.

- Understanding they've come from another country and their network is not big.
- Migrants need to let go of their cultural network to find work.
- be outgoing, make friends
- Migrants should get into the social stuff at work
- And whatever interests they are in, be it Christianity with their colleague being a Muslim or vice versa, migrants need to make an effort to gain rapport and to understand the people around them, regardless of what they are into

25.5 Living in New Zealand

Statements under this criterion were recommendations pertaining to legal requirements and complying with some immigration pre-requisites prior coming to or when in New Zealand. It was initially suggested that migrants should commit to stay at least six months, observe and learn the nuances of the country before they decide what will be the next step to take. Regarding documentary requirements, the employers suggested about having the right and accurate paperwork. Their documents, such as passports and licenses should match with photocopies and should be certified as authentic. Not having appropriate documents will hinder any attempt to establish legal identity in the workplace and in New Zealand in general. Lastly, when trying to get into the work force, employers desire migrant applicants with work permits and not only student visas. This would make the whole legal process of employing migrants much easier.

- Recommend to migrants - commit at least 6 months
- Make sure all paper work is identical and certified
- Make transition for new immigrants easier if have the right paperwork
- Expect migrants to have work permit, not student visa

26. RECOMMENDATIONS BOTH FOR EMPLOYERS AND MIGRANTS

There were recommendations that were directed both to the employers and migrant employees. Most suggestions focused on fostering open communications between the two parties. Continuous dialogues, maintaining a free exchange of ideas, and clarifying issues were some of the recommendations to help maintain mutual understanding. Any of the two parties need not adapt to each others differences but it was deemed important that each side should feel valued and listened to.

Fostering communication

- Talk through issues – ‘a two way street’ good for business
- Asking, talking, trying to understand reasons behind [right attributions]
- Greater ongoing dialogue between and among communities and cultures in different contexts, e.g. using soccer matches for dialogue, more than Race Relations week, work hard to understand each other
- People have to feel like they are being listened to and respected
- Don’t have to adopt all new ideas but employees/migrants need to feel valued

Similarly, each party should also be able to understand individual differences and cultural differences. There should be an acceptance that no one can claim or compare that one is better than the other. By missing the importance of this aspect often lead to conflicts. Hence, open communication is also particularly important at this point since they will fail to understand each other’s differences.

Accepting each other cultures

- It needs to be a two-way process to get along for both the migrant and employer in terms of understanding differences
- Get to know different cultures, if not misunderstandings
- It needs to be a two-way process to get along for both the migrant and employer in terms of understanding differences
- No one can say their way of doing things is better than someone else’s

Open communication and accepting other peoples’ individual or cultural differences were aimed to facilitate a productive and harmonious work place where people felt valued as well as satisfied. In a general sense, this should be the goal of a multi-cultural workforce or any workplace in order for organisations to grow.

Outcomes

- Enabling people to understand different business approaches (for the XY generation topic)
- Fostering sense of value helps them feel better

PART V: FOCUS GROUPS

27. FOCUS GROUPS

27.1 Goals

The aim of the study was to look into the work experiences of different skilled immigrant groups in the NZ workplace. Common and specific themes were explored in terms of experiences of coming to New Zealand and facing the challenges in finding work and eventually interacting in a different work culture context. Thus, research questions that the research tried to address were as follows:

1. How do immigrants perceive the NZ workplace?
2. What experiences are common to immigrants?
3. What experiences are specific to certain groups?
4. What can be concluded out of these perceptions?

27.2 Method

Focus groups discussion (FGD) was considered to be an appropriate method in gathering data for this study because it can generate interactive conversation among a group of people. Groups were homogeneous in terms of countries of origin to eliminate hesitation of sharing of ideas due to cultural differences. Further, maintaining homogenous groups facilitated validation of experiences within a specific ethnic group. The discussions were conducted in English language with the assumption that all participants were skilled migrants who passed the English proficiency requirement of the Immigration Service.

Samples of FGD questions:

- What are your reasons for moving to New Zealand?
- What are your educational and professional backgrounds?
- How did you find your current job?
- In your current workplace, can you describe your job assignments in comparison to your qualifications, methods of payments, etc.
- As an immigrant worker, can you describe your relationships (or interactions) with superiors/peers in the workplace?
- How did these experiences affect your work performance, commitment to the organisation, long-term plans

The study used Thematic Analysis as the method of analyzing the data as outlined by Braun and Clark (2006).

27.3 Sample

Focus groups discussions were conducted composed of immigrants grouped according to the country of origin, namely China, India, Philippines, Germany, and Zimbabwe. A total of twenty-three (23) immigrants participated in this study with 4-5 participants for each ethnic groups coming from the countries mentioned above. The participants' selection criteria included having a permanent resident (PR) status or NZ citizenship, 21 years old and above, and with at least six (6) months work experience in the NZ workplace. They were recruited through snow-balling technique. There was a contact person for each ethnicity who facilitated the dissemination of the research information to the participants.

The participants were composed of 13 females and 10 males. The employment rate was 83% with only around four (4) unemployed participants. Out of these unemployed participants, two (2) were involuntary unemployed and actively looking for jobs, one (1) was not actively looking and the last one (1) was a retired employee.

FGD Participants' Profile

Gender	13 females, 10 males
Employment	19 (83%) employed 4 (17%) unemployed (3 unemployed, 1 retired)
Industry sector	13 (57%) Private Sector 4 (13%) Public Sector 2 (9%) Semi-private Sector

Table 43: Profile of FGD Participants

The average age range of participants fell between 41-50 years old. Total years of residence in New Zealand vary from eight (8) months to twenty-four (24) years. The average stay though was around seven (7) years. All of them have finished university or tertiary level while some have pursued or were pursuing Masters Degrees (e.g. in Finance, Management, Physics, or Accounting). Those who were employed in the information technology (IT) sector had obtained tertiary degrees and pursued some computer programming courses either in New Zealand or had obtained IT work experience outside their home countries before coming to New Zealand.

	Min	Max	Average
Age Range	21-30 yrs old	60 yrs old & above	41-50 yrs. old
Stay in NZ	8 months	24 yrs	7 years
Educational Attainment	Tertiary Level	Doctor of Medicine, Masters Degrees	

Table 44: Socio- demographic Data on FGD Participants

28. RESULTS – EMERGING THEMES

28.1 Motivations for Moving to NZ

The first question asked was related to respondents' motivations for moving to NZ in order to generate some background information on their intentions for migration to a new country namely New Zealand. Immigrants usually differ in terms of their intentions in moving to a new place (Ward, Bochner & Furnham, 2001). Thus, motivations or reasons may have some effects on the immigrants' determination for settlement in the host country.

The responses on this question can be grouped into *pull factors* which were reasons for being drawn to come to New Zealand and *push factors* which were reasons for leaving their home countries. Pull factors generated from the responses included the attractive lifestyle and environment of New Zealand, having members of family or relatives already in New Zealand, intentions of further studies in NZ universities and job offers from NZ employers. Push factors, on the other hand, included desire for life change (i.e. life in home country can be very competitive), the political and economic situations in home countries.

The responses from each participant were not exclusive of either pull or push factors. Motivations were mostly varied but salient reasons were the attractive environment and relaxed lifestyle being presented by New Zealand. Most statements for pull factors were mentioned by respondents coming from Germany, Philippines, China and India. While the push factors were mentioned by some participants coming from China, Zimbabwe and the Philippines.

28.2 Overview of the New Zealand Workplace Culture

The workplace culture in general can be described as teeming with diversity not only in terms of composition but in terms of contributions coming from different cultural backgrounds. Immigrants bring in their culture to the workplace and not just leave their beliefs and practices behind as New Zealanders may expect of them. Hence, there was more integration of their culture to the work ethics of the workplace.

“Lots of New Zealanders look up to Germans. We're known as hardworking, like know what they are doing, if they start something they do it, they work long hours and all of that. And that is definitely something positive...”
(German2F)

“Since we were children, we were told yeah if you do this, you have to do it in very good quality. We had to study very hard. When you go to work, we had to work very hard...” (Chinese1F)

28.3 Overview of the New Zealand Organisation

The organisational structure was viewed to be in contrast to what they were used to back in their home countries. It was generally described as a “flat” structure wherein interactions with superiors were quite informal. The participants would call their managers by their first names. This was considered different to their experience back home of calling their bosses with titles such as Sir, Madam, Mister, Doctor, and the like. Moreover, relationships with managers were also described by the participants as good and cordial. The same experiences were expressed for peers. There was no stated outright animosity among peers related to cultural differences. Nonetheless, even if there was the perception of informal relationships with superiors, it was mentioned that there was still a kind of a subtle hierarchy. The subordinates among the participants were careful about the things that they will ask or be aware of the things that were being discussed with the superiors.

Furthermore, the organisation was described by most participants as a relaxed working environment. It stemmed from having good working relationships with peers and superiors and also from the pace of how work was conducted. For most respondents, they would view the relaxed environment as positive although quite contrary to what they were used to back home. As one German participant has articulated:

“...they wouldn’t come punctually or things like that. The German situation is a bit different now as well. But it used to be, if your job started at 8 o’clock, you start at 8 o’clock. And you have been to the toilet, and you had your coffee and you started your job at 8 o’clock... And here, lots of people would then come “Hi, how are you, how was your weekend, how was grandma, how was the dog? Ok, I’ll need to go and put my make-up on, and I have to have a cup of tea!” That is not the German way you know... And some Germans here couldn’t cope with such a relaxed way...” (German2F)

28.4 Salient Experiences to Particular Groups

Each participating ethnicity discussed some salient experiences which were particular to their group. These experiences were viewed to be either a hindrance or an advantage in obtaining and maintaining a suitable job. A suitable job was described as an occupation that was appropriate and commensurate with their qualifications and work experience before coming to New Zealand.

The salient topic for the *Chinese* group was on communication skills. They talked about the necessity of having English proficiency in looking for jobs in New Zealand. Some Chinese respondents stated that they were at times rejected by some locals and gave “not understanding them” as an excuse. They also felt that trying to converse with them or attempting to train them was being avoided by the New Zealanders because they will spend more energy or effort to accomplish that rather than just dealing with those people with good English skills. As perceived by the Chinese respondent, New Zealanders felt that there was no need to explain more if they deal with people with English as a mother

tongue especially if they were trying to explore some topics for discussion or talking about cultural backgrounds.

The *Filipino* group talked more about their propensity to be humble as prescribed by their cultural background. This behaviour was considered to be a laidback attitude wherein people coming from this ethnicity were viewed as not assertive even if they did possess some skills. Hence, those who were trying to look for jobs cannot assert themselves in the interview which was considered a major requirement for being able to obtain a job. Selling yourself to the employers included presenting oneself, asserting the skills and capabilities. Filipino participants thought that they were not good at this because this was considered as bragging. In a culture where humility was inculcated, bragging was behaviour seriously frowned upon. Hence, they felt that in order to break the barriers to employment, Filipinos should learn how to assert themselves and be able to communicate their capabilities effectively.

Adherence to schedule, straightforwardness and commitment to the task were the salient topics for the *German* group. The participants' discussions centred on being able to integrate the German culture with that of the New Zealand's because if one tries to be rigid about one's own ideas and approaches, then a German would not be able to adapt to the NZ way of life. According to participants of this group, the German's work ethics was also found by NZ employers as advantageous in finishing tasks on time and confronting problematic business related issues. One participant mentioned her "Germaness" has helped her a lot in being a good performer. She relayed that the boss relied on her on tough assignments such as facing clients with accountabilities but she knew she will not be sent to "diplomatic missions". Furthermore, the participants felt that they were successful in New Zealand because they were able to be flexible between balancing their strict German work ethics with that of the relaxed working environment and relationship-building propensities.

Like the German group, the *Indian* participants considered themselves also as a successful group compared to their other Asian counterparts. They associated this success with the "Indian mentality" of being pragmatic. They said that they prioritize more on pursuing careers which may not be what they were originally passionate about, as long as this career can ensure their economic stability. After achieving financial success then maybe they can start pursuing their desired careers. Four out of the five participants were into Information Technology (IT) because this profession was in the skills shortage list of New Zealand. Initially, they had tertiary qualifications in Mathematics or Bachelor in Science which was described as a general course. Although they were already in IT now, some of them expressed pursuing different careers later on such as Marketing and establishing their own business establishments.

The *Zimbabwean* group were composed of dark-skinned participants. This is to clarify the composition of the group since there are also white Zimbabweans in New Zealand. The topic that was most salient for this group was the feeling of constantly proving one's self because of the barriers that prevent them from reaching their full potentials. All of the participants were employed in line with their professions but they felt that they could

be in higher position levels if not for their skin colour. Racism was described to be present though subtle in New Zealand as it is everywhere. It was something that they thought they cannot overcome unless they start to corroborate with Islanders and Asians in New Zealand. Hence, they felt that they will succeed in numbers if other ethnicities not considered “white” would come together and cooperate with each other.

28.5 Common Experiences across Groups

All groups expressed difficulty in finding a suitable job in New Zealand. Majority expressed their experiences of trying hard to look for a job commensurate to their qualifications and work experiences before they came in this country. However, after several months of job hunting and numerous Curriculum Vitae being sent to companies, they would usually get rejections for their applications with reasons that they were either overqualified or they had no NZ experience.

On the same note, some participants have experienced that their qualifications were not recognized by institutions such New Zealand Qualifications Authority or NZQA. Among the respondents professions which were not recognized by NZQA were medical doctor, paediatric nurse, geologist, and accountant. As one participant who was a medical doctor in China stated:

“Ah, for me it’s very hard to be a doctor, quite hard. So I gave up that idea. I don’t want to push me...” (Chinese1F)

She continued to relate this difficulty after several questions:

“Oh yeah yeah. You have to get registration. That’s the problem. The registration process is very very difficult and takes a long time and lots of money. Yeah, several years and thousands of dollars. And still can’t guarantee you get that registration in the end...” (Chinese1F)

As a consequence, the respondents went through having jobs that were not matched with their qualifications or below the level that they were into before they came here. Some expressed a sense of loss of status because of the experience of having to start from the bottom level or starting another profession all over again. Most of the respondents current jobs were a result of shifted careers or the current professions were no longer the original professions that they brought in to this country. For instance, there were examples of needing to shift from nursing to university language tutors or lecturers, engineers or marketing people going into IT professionals, policy analysts going to database administration, etc.

Those who were into jobs that were quite relevant to their professions such as engineers and IT professionals also felt that they were not yet slotted to the appropriate level or ranking in the organisation. Hence, the expressed satisfaction of being into the right profession was somewhat incomplete at this stage. Lastly, there was as expressed

impression that migrants usually get paid lower than peers who were New Zealanders or locals in the host country. They felt that migrants get lower salary offers and sometimes do not get overtime or holiday pay unlike their New Zealander counterparts.

“The common experience is you keep looking and then you can’t find suitable job... in your expectation. You find another, err, you find job in another area... you have to work hard yeah...It’s very hard to find a job comparable to the job in China”. (Chinese1F)

28.6 Perceptions of Subtle Forms of Discrimination – Specific to NZ context

The respondents mentioned some forms of discriminatory behaviours from the New Zealanders. For instance, the Chinese participants expressed some experience of discrimination from New Zealanders by being abruptly dismissed if the latter didn’t feel like interacting with the Chinese. Hence, the New Zealanders gave the excuse of “*not being able to understand*” the Chinese respondent although she was communicating in English. Also, the Zimbabwean participants related that the “Kiwi accent” can be a barrier to career progression in the organisation especially if one’s job is a customer facing job. Hence, they expressed that one needed to learn the proper Kiwi accent in order to be considered for higher positions. The Indian participants also recalled some foreign nationals being trained to have proper Kiwi accents as part of the requirements to gain entry into a job.

Moreover, not having the “Kiwi experience” or New Zealand work experience was also considered to be discriminatory for a Zimbabwean respondent because it was a vague criterion for employment. There was no definite explanation what “Kiwi experience” was and what exactly the employers were looking for in that experience. But then there was a concern on how can you get a Kiwi experience if you can’t get a job in the first place. One of the Zimbabwean participants just interpreted this as the New Zealander’s way of saying –

“Sorry you’re a foreigner, you don’t really belong here ...this is reserved for us”. (Zimbabwean1M).

There was also the issue of receiving a lower pay if you are a migrant as mentioned by some Chinese and German participants. A Chinese respondent shared that she discovered that her pay was lower than that of a New Zealander colleague though they started in the same entry level. Lastly, the Zimbabwean participants expressed a strong sense of distrust coming from employers or managers as a function of their skin colour. They felt that they were a constrained in a place like a box, or being caught in-between two rocks because of these feelings of employers’ distrust. For them, there was some sort of a “ceiling” that they cannot surpass no matter how hard they try.

28.7 The New Zealand Workplace Requirements

According to the work experiences related by FGD participants, in the New Zealand context, qualifications and work experiences earned overseas did not really matter the way the immigrants expected them to. For instance, the German group lengthily discussed how it was so “*bizarre*” not to give importance to qualification like the way it was being considered in Germany. Hence, they don’t get employed in areas where they can directly apply their skills or educational background. What was important for the employers were the general skills set (i.e. analytical skills, some computer skills, and data-entry skills).

Another important criterion for being hired in New Zealand, as mentioned by the participants, was having the appropriate interaction skills wherein the applicant should be able to relate well with team members, accept the work culture, deal with customers, etc. A participant related that his manager was appointed to the position although the latter was not knowledgeable about the technical side of the business, although he had good management skill. Further, human relation skills were needed in dealing with team members, such that even in just conducting meetings, a participant was trained on how to “engage” the meeting attendees to participate first before proceeding to the actual meeting agenda.

Having a “NZ experience” or having been employed by another NZ employer was viewed to be a plus factor in facilitating entry to a workplace. Some participants would usually consider this as gaining work experience in whatever areas as long as the employment was in NZ. Hence, most participants would accept low level jobs or jobs totally irrelevant to their qualifications (e.g. a Masters degree graduates doing a cleaner’s or janitorial job or cashiering jobs) just to get NZ work experience and hopefully gain entry to a much better employment later on.

28.8 Recommendations

The FGD respondents gave some recommendations based on their experiences in the New Zealand work environment. They initially pointed out that meeting New Zealand’s work entry requirements such as the desirable practical skills (technical or communication skills), human interaction skills, and NZ work experience were crucial in getting a meaningful employment in NZ. Moreover, migrants should not expect too much if they are still looking for initial employment since in New Zealand, it was a rule of thumb to start from the lowest level regardless of your earned qualifications or work experience overseas. They also suggested that incoming migrants should be very active in finding employment not only in published media. Jobs can be obtained through more aggressive way of application behaviours such as “door-knocking” or approaching employers directly for vacancies.

Furthermore, *networking* or knowing the right set of people in the industry where one intends to be employed was also considered by the participants to be a good gateway or can facilitate entry into the workforce. Other New Zealanders knowing you gave an advantage in terms of being acquainted with your communications skills and relationship-building skills. Hence, it is important that an immigrant should learn to mingle with local New Zealanders and get to know the right set of people. As one German participant had said:

“It’s more a question of if people know you. And think you’re qualified to do something. That’s more important here in NZ than what is...any form of paper, who cares about that. As long as they know what you can do, that’s it...” (German4M)

29. CONCLUSIONS

There are two conclusions that can be drawn out from the themes generated on the FGD statements shared by the participants. Firstly, there were subtle forms of discriminations according to the perceptions of the respondents. Perceptions of discrimination may have come about because of feelings of being dissimilar to the host country in terms of the language, cultural background or physical dissimilarities. The attitudes coming from the perceptions of similarities and differences can be explained by various theories or models such as the Similarity-Attraction-Attrition model by Schneider (1987) and Tokenism by Kanter (1977). These theoretical models would conclude that those who will be perceived as dissimilar to the dominant group will be viewed unfavourable in order to preserve the characteristics of the dominant group. The perceptions of discrimination of some FGD participants came from not being able to attain one's intended career objectives because of "inexplicable" barriers or requirements from the respondents such as not having appropriate communication skills, having the right accent, having NZ qualifications, distrust and the like.

Secondly, meeting the NZ-specific entry requirements, such appropriate skills that will equip an employee in performing an unstructured job, interacting in team-based work environment and the NZ experience, are crucial in getting meaningful employment. It is however, a rule of thumb to start from the lowest level regardless of your earned qualifications and previous work experience. The majority of participants had to start from entry level for the jobs they wanted to get into.

Overall however, once one had crossed the initial barriers of gaining the suitable employment it appears that being immersed in the workplace afforded some acceptance from New Zealander colleagues. The participants expressed getting acceptance in the workplace and interacting well with their colleagues and superiors. Their cultural background did not matter anymore since New Zealanders were considered as accepting and good people. Thus, New Zealanders try to accommodate other people's culture such as trying ethnic food recipes and being fond of the taste. There was just an exception coming from one group wherein they felt that skin colour still got in the way of their total integration into the New Zealand workplace. As an example of their statement:

"We have to feel we are immigrants. It would be a long time probably. With this kind of treatment, it's not personal. You are always reminded that this is not your place"...(Zimbabwean1M)

PART VI: WORKSHOP

30. OBJECTIVES OF THE WORKSHOP

The goals of the small group work were to “hear” each participant’s voice by allowing them to identify key issues they see within their region, identify common themes and prioritise needs.

The output of this workshop will comprise the expectations of NZFEC members which will be translated into researches which show both the national and regional perspective.

31. OUTPUT

Activity 1: Small Group Work

The whole group was divided into two small groups. Two questions were addressed by each group.

1. Please write down one or two key words about the issues that concern you the most within your community/region?
2. Please write down one or two key words for issues within your region you know the least about.

The three “key ethnic issues of concern in their own region” and three “key issues they knew the least about” that were identified by each participant were sorted and categorized afterwards by the facilitator. Then the participants prioritized the categories by sticking coloured adhesive dots to the categories.

Responses - Group I

- Lack of information
Where to go for help/guidance – a one Stop shop
Settlement – one stop shop
Better coordination and provision of assistance to new settlers on arrival
- Identity
- Transient – invariably will move North
- Culture acceptance
Awareness of cultural differences
Cultural and language barriers
Culture awareness
- Lack of communication (*within community, among locals and new migrants*)
Isolation – e.g. dairy farm workers
Local community acceptance of migrants

Assimilation to a degree that migrants (and larger community) are comfortable with

- *Migrant Demographics*
When does a migrant become Kiwi? (*national, regional, ethnic groups*)
Enhancing lifestyles
Demographic trends
Demographic information
- *Information*
Actual reasons why migrants and refugees – lack of points system with needs
Actual distribution of migrants and refugee persons in the southland
Government agencies and their ability to assist
Not enough information given to migrants before and on arrival
Validity of tests
English language testing of migrants
Changes to immigration policy, legislation and administration
Very little help available from communities – they need funds to help migrants
Education on NZ culture before and or arrival
- *Employment*
Employment guidance
Rigidity of meeting IELTS criteria
Identify barriers to “new kiwis” obtaining meaningful employment
Employment barriers
Devise strategies to help “new kiwis” overcome barriers to obtaining worthwhile employment
Employment opportunities
Application procedures
- *Barriers to Participate*
Attitudes
Offensive language
Impact of education/training on reducing social distance and discrimination
Street discrimination
Incidence of overt acts of ethnic harassment and covert acts of ethnic discrimination
Workplace victimization

Responses - Group II

- *Integration*
Lack of ethnic groups in sports – use sports to help group mix
 - Lack of ethnic groups in sporting arena, linked to encouragement and participation for integration into community.Ethnic groups’ integration to the larger community
 - Contact and integration of host community and ethnic groups.Various African cultures (*connected to VALUES*)
What facilities are available to ethnic community to integrate with dominant community (indigenous)

- *Information*
 - Access to government resources
 - Settlement issues
 - Facilities available to new migrant to settle down as a proper citizen with proper employment opportunity
 - Immigration new policy (*changes information*)
 - The divergence between information given on the Immigration services website and the information given in person. It was suggested that a lot of the information that was published on the website was outright wrong, or out of date.
 - It was felt that immigration policy in NZ was changing at a very rapid rate, and that people were unable to keep up to date with the changes. Therefore, it was felt that this led to inaccurate information being disseminated and caused uncertainty and fear in migrants.
 - New laws for migrants
 - Government policies (2)
 - How the local council works
 - Support for migrants (*information, PR, services, lack of support, housing, finances*)
 - Facilities that are available to new migrants– Finance and Housing.
 - Issue of lack of information and services.
 - Also lack of support from host society for migrants e.g. school zoning, and the difficulties of getting migrant children into the education system.
 - Poor relationships between migrants and government services providers, especially Work and income New Zealand.
 - Discrepancy between expectations before arrival and reality of migration, which were exacerbated by incorrect or incomplete information.

- *Values*
 - Various religions – especially Muslim and Hindi
 - How to blend with different cultural values without conflict e.g. family upbringing
 - Sharing ethnic cultural values
 - Being aware of the range of values across cultural groups
 - Integration of cultural groups in terms of the *core values* that are shared across the groups.
 - Family issues (spouses, children's education) – *conflicting, discipline, sexual activity*
 - The way values of different groups relate to 'host culture', the conflicts and disparities that this causes when immigrant children are socialised differently outside of the home than within the home.
 - The possibility of conflicting value systems e.g. the appropriate discipline of children and how this is regulated by law within New Zealand, although it can be seen as a cultural issue. This was also discussed in terms of political agenda.
 - What support is there for immigrant families which separated having arrived here?
 - How women fit into the various ethnic groups - how much freedom, are they treated as equal?

- *Employment*
 Employment discrimination
 Employment unacceptance by employers
 Education assessment (*overqualified*)
 - Evaluation of qualifications, related to employment issues. Prevalence of overqualified and underemployed migrants.
 Employment issues (*training*)
 Increase the potential of ethnic community employment chances

- *Entrance*
 Language

- *Education*
 Education for new people
 Are families getting enough support helping small children settle in school?
 - Especially in terms of acceptance into the schooling system, rather than in terms of children being unable to integrate when they got in.
 - Support services for families and for children entering education

- *Health*
 Health and Well-Being – the facilities available
 Health issues
 - Access to health services/ information about health services. A big concern was the cost of health care

Activity 2: Large Group Forum

The results of the two small group workshops were brought back into the whole group. The goal of the second activity was to identify which issues were shared across regions and which were very specific. The participants again prioritized the categories identified in the small group workshops by sticking coloured adhesive dots to the categories (red for 1st priority, green for 2nd priority).

The following is the tally of scores:

Categories	Red	Green
Demographics		1
Awareness/Values		1
Language, Tests	1	
Health		
Family		
Settlement		
Information	4	4
Integration, building communities, discrimination	1	1
Employment	7	5
Education		

Table 45: Large Group Forum - Tally of scores

In the end the group found three issues they commit themselves to as being relevant to focus research upon, namely:

1. Employment
2. Information
3. Integration

Possible General Research Questions:

- What information does one need when coming to NZ as a migrant?
- What is available for migrants to help for settlement (facilities)?
- How to eliminate discrimination from the migrant/New Zealander perspective?
- How to manage conflicting values?
- What information do new migrants need?
- How to eliminate discrimination which prevents migrants from entering the workforce, both from the migrant and the New Zealand point of view
- What do you need to settle down in New Zealand in terms of information, services etc. The discrepancy between what is needed and what is available
- The ways that conflicts can be managed effectively, related to the degree to which New Zealanders accept different cultural views

Goals of the Research:

- Advice to migrants
- Advice to employers
- Advice to government
- Set strategies

Issues/questions related to EMPLOYMENT:

- Underemployment
- Approach to get employment
- Qualifications, NZQA
- Awareness

Issues/questions related to INFORMATION:

- Useful
- Level of knowledge
- What do you need to know about NZ when you come to NZ?
- How to get this info?
- What is available?
 - Compiling
 - Evaluating
 - Disseminating
- Knowledge about international practices

Issues/questions related to INTEGRATION:

- Intercultural contact
- Practical strategies to increase participation (migrants and reception – hosts)
- Ethnic groups into larger society

=> The workshop with representatives of the New Zealand Federation of Ethnic Councils proved the large importance of employment and information issues. Besides the lack of information there is the difficulty of realistic and context-specific information as well as the dissemination of information that is already but does not reach the ethnic communities. This can be particularly said about information on support services for migrants.

PART VII: OVERALL CONCLUSIONS

The findings that are presented in this report

- Are a source of valuable information about the New Zealand workplace culture
- Help to explain potential misunderstandings between different ethnic groups and employees and employers of New Zealand European ethnic background
- Present recommendations given by the people who are involved the most
- Lead to suggestions how to approach the identified issues to improve the situation.

32. A MORE COMPREHENSIVE PICTURE

Due to the diverse sources of information (previous research projects, survey with employers, interviews with experts on migrant employment issues, focus groups with migrants of different cultural backgrounds) embedded in this research a more holistic picture arises with perspectives and experiences that often complement each other and draw a clearer picture.

32.1 Common themes

On the basis of the various sources some issues regarding migrants' employment and cultural diversity at the New Zealand workplace shown to be consistent, as there are:

- The issue of underemployment and difficulties in finding a suitable job
- The difficulty in getting qualifications recognized
- Language and communication difficulties
- A preference towards migrants from traditional source countries and a reluctance to employ migrants from cultures that are perceived as more dissimilar than others
- A strong need for familiarity amongst employers
- A strong need for attitudinal change and a more positive approach and appreciation of cultural differences and diversity
- A strong need for increased cultural awareness, mutual understanding and cultural specific knowledge
- A focus on skills, particularly interpersonal skills, and networks in the selection process
- A relaxed and informal atmosphere among staff and employers as characteristic for the New Zealand workplace
- A very relationship-oriented and egalitarian workplace culture.

Change agents should come from outside the workplace (e.g., government, service providers, agencies, councils) as well as from within the workplace (e.g., employers' groups, organisations)

The diversity measures to be developed will focus on the gaps identified in Table 4:

- The development of organisational policies and campaigns that address valuing cultural diversity at the workplace and provide information and knowledge about the respective ethnic groups being a part of the organisation
- The improvement of current selection procedures to avoid cultural bias
- The development of intercultural training for employers as well as migrants.

Based on the findings in the first step, there are two major questions to follow up with:

1. How do these diversity measures have to look like to address the specific needs of employers as well as migrants?
2. What are specific issues of intercultural communication and what are culture specific experiences with regard to respective ethnic groups and the New Zealand specific context?

32.2 Differences in the evaluation of common themes

Certain issues that are identified from both perspectives may lead to different consequences and may be evaluated differently for different groups:

- Frustration about difficulties in finding employment and even being discriminated against on the migrants' part versus the understanding that employing people from overseas is seen as a risk from the employers' part
- The anger about the difficulties in getting qualification recognized from the migrants' part versus the importance of New Zealand work experience seen by the employers
- The predominant assumption that migrants need to assimilate from the employers' perspectives versus the migrants' wish to be accepted and appreciated the way they are.

32.3 Knowledge gaps

Some aspects that seem incomprehensible to the one group of research participants can be better understood by looking at the information received by the other group of research participants.

A) Gaps in understanding from the migrants' part that could be clarified from the employers' side:

- The difficulties migrants might have approaching superiors directly and communicating openly about their ideas, e.g., in a large forum
- The non-understanding why their specific expertise is not as much valued as expected
- The need for the recognition of their qualifications by New Zealand authorities to find employment but – at the same time – the need to work outside their role and job description at the workplace
- The importance of networks.

B) Gaps in understanding from the employers' part that could be clarified from the migrants' side:

- The different communication styles
- The different understanding of respect and authority
- Explanations for different workplace behaviour.

33. GENERAL CONCLUSIONS

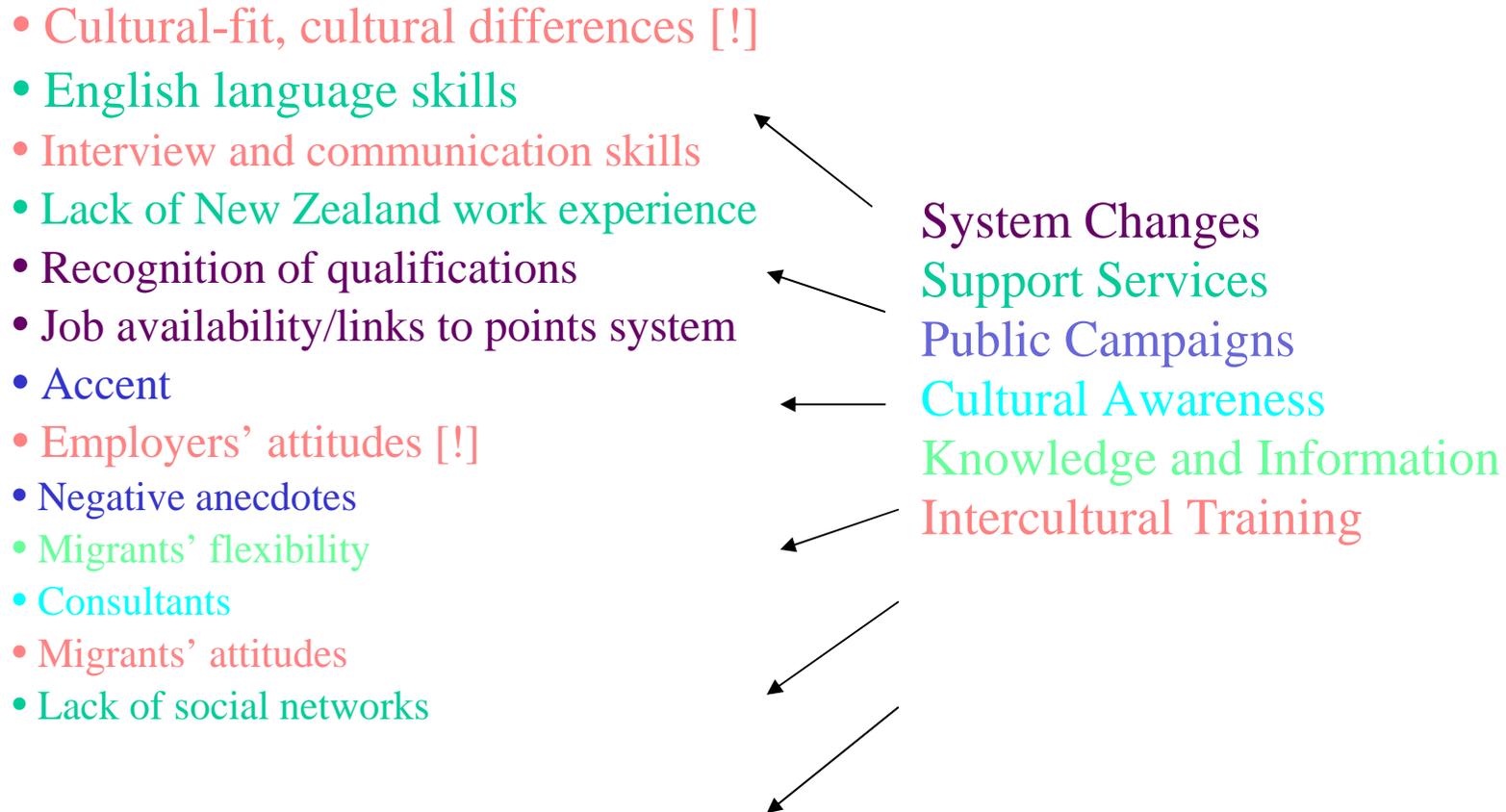
Based on the findings there are general recommendations on how to facilitate migrants' entry and integration into the New Zealand workplace:

- Uncertainty towards migrants needs to be reduced and familiarity with those new New Zealand residents needs to be increased.
- The awareness of and appreciation for cultural differences and diversity need to be raised, intercultural knowledge increased.
- For such changes continuous contact and dialogue as well as increased information and communication are needed.
- The advantages of diversity need to be promoted, particular with regard to mutual understanding and benefits, heterogeneous work teams and links to other markets and customers.
- Specific migrants' strengths need to be stretched out as being highly motivated, skilled, hard working and reliable.
- Good examples of integration and positive experiences need to be communicated and become known.
- Employers need to learn from good examples regarding culturally sensitive management and diversity management practices.
- Information needs to be provided to migrants to help them to understand why certain practices are important within the New Zealand workplace culture.
- Employers need to be encouraged to be open and flexible and to increase their cultural knowledge and become more culturally sensitive.

34. SPECIFIC SUGGESTIONS

The following figure (Figure 4) gives suggestions which type of changes can address the different barriers people of diverse cultural background may face when looking for employment and working in New Zealand.

Figure 4: Addressing Barriers through Change Management



Looking at the barriers, there are different possibilities of how to approach them, identified by previous and this current research:

- Increasing knowledge and information can help to understand cultural differences and therefore help to reduce misunderstandings and misperceptions.
- Support services can provide job related English courses to improve English language skills.
- Knowledge and information as well as intercultural training can help migrants to learn more effective interview and communication skills within the New Zealand context.
- Support services can help migrants to gain work experience, but also diversity campaigns can help employers to appreciate overseas experience more.
- This could also lead to a better recognition of qualifications apart from improving and/or linking immigration procedures in this respect.
- A better match between the specific skills is needed and the jobs available with the migrants who apply for work permits. This should be embedded in the immigration procedures.
- Diversity campaigns could help to reduce the insecurity towards different accents and associated misleading assumptions.
- Employers' attitudes seem to be a core issue and changes could be approached by more support, knowledge and information, intercultural training and diversity workshops.
- Diversity campaigns can help to reinforce positive examples and lessen the influence of negative anecdotes.
- Migrants' attitudes and expectations could become more realistic due to knowledge and information as well as intercultural trainings.
- Consultants need be more culturally aware and appreciative of diversity which could be supported by diversity campaigns and knowledge and information.
- The development of social networks within and outside ethnic communities should be supported.

Looking at the different change management possibilities more specific suggestions can be made:

- Structural changes and support services can help to recognize qualifications, link available jobs to the points system, support English classes (e.g. at the workplace!) and gain work experience.
- Public campaigns can raise an awareness for diversity issues (gains!) as well as cultural awareness and sensitivity; positive examples should be particularly promoted to reinforce positive experiences.
- Organisational policies and organisational campaigns should be developed and implemented that address valuing cultural diversity at the workplace and provide information and knowledge about the respective ethnic groups being a part of the organisation.
- Current selection procedures should be improved to avoid cultural bias
- Intercultural trainings for employers as well as migrants should be developed and implemented.

- Cultural specific information and knowledge about diverse ethnic groups should be provided that are realistic and work related and particularly relevant for New Zealand.

34.1 To sum up:

Migrants should:

- know what qualifications are needed
- have realistic expectations of New Zealand workplace culture.

Employers should learn about:

- cultural differences and how to deal with them
- advantages of a diverse workforce
- ethnic groups with particular regard to work styles.

Intercultural training should provide knowledge and awareness about host and migrant societies and cover issues of communication and co-operation.

It is important to learn from each other's experiences and what works and what doesn't.

Changes in the system (e.g., governmental policies regarding employment and immigration) and support services can help to recognize qualifications more easily, link available jobs with the points system, improve English language skills (e.g. at the workplace!), help gaining work experience and increase knowledge and information about the host society.

Public campaigns can help raise an awareness for diversity issues (and its gains!) as well as cultural awareness and sensitivity. They also can help promote positive examples and reinforce positive experiences with employing migrants.

Intercultural training can increase culture specific knowledge and awareness about host and migrant cultures and work on issues of intercultural communication and co-operation

Change agents should come from outside the workplace (e.g., government, service providers, agencies, councils) as well as from within the workplace (e.g., employers' groups, organisations)

Overall, it is important to co-ordinate research as well as its application long-term and to continuously evaluate changes.

35. OUTLOOK AND THANKS

The continuous research activities, presentations, workshops and publications aim at communicating important issues and implementing and developing services and diversity measures that can be used to improve migrants' integration into the workforce. The ongoing process and results can be looked at the CACR-webpage (www.vuw.ac.nz/cacr).

The research activities and the presentation of the findings would not have been possible without the valuable help and contributions by Sue Hanrahan from CACR as well as Romy Bauer, Maria Socorro Diego, Philippa Collie and Leonie Moxon who worked as research assistants within various stages of this project and put a lot of effort and ideas into this work. The continuous contact and support by relevant change agents, particularly the Regional Wellington Chamber of Commerce and the Wellington City Council, have helped to get a more in-depth understanding about relevant issues regarding cultural diversity at New Zealand workplaces. I am very grateful to have received funding through the FRST-research programme "Strangers in Town" (led by Richard Bedford) and am particularly thankful to Elsie Ho and Colleen Ward.

Furthermore, there would not have been any research if all the wonderful people who participated in the various steps of this research hadn't been so open and interested to share their perspectives and give insights into their personal experiences.

A very warm thank you to all of you!

PART VIII: REFERENCES AND APPENDICES

REFERENCES

- Amir, Y. (1969). Contact hypothesis in ethnic relations. *Psychological Bulletin*, 71, 319-341.
- Atkins, S., Fletcher, R. & Stuart, C.C. (2005). Immigrant job hunting, labour market experiences, and feelings about occupational satisfaction in New Zealand: An exploratory study. *New Zealand Journal of Psychology*, 34 (1) 97-110.
- Basnayake, A. (1999). Employment experiences of Sri Lankan migrants in New Zealand. EEO Trust: 1-30.
- Benson-Rea, M., Harworth, N. & Rawlinson, S. (2000). The integration of highly skilled migrants into the labour market: Implications for New Zealand business. Auckland: University of Auckland Business School.
- Blalock, H.M. (1967). *Toward a theory of minority group relations*. New York: Capricorn.
- Blau, P.M. (1977). A macrosociological theory of social structure. *American Journal of Sociology*, 83, 26-54.
- Brewer, M.B. (1995). Managing diversity. The role of social identities. In S.E. Jackson & M.R. Ruderman (Eds.). *Diversity in work teams*. London: American Psychology Association.
- Byrne, D. (1971). *The attraction paradigm*. New York: Academic Press.
- Colmar Brunton (research group), (2000). *Cultivating the Knowledge Economy in New Zealand*. Wellington: New Zealand Immigration Service.
- Department of Labour, (2003). *Immigration research programme: Skilled migrants labour market experiences*. Wellington: Department of Labour Statistics.
- Equal Employments Opportunity Trust, (2004). *EEO Trust diversity survey report: EEO Trust diversity index*, Auckland New Zealand.
- Equal Employments Opportunity Trust (2001). *Recruiting talent*, November. EEO Trust: Auckland.
- Firkin, P., Dupuis, A., & Meares, C, (2004). *Summary report: The experiences of professional migrants working in New Zealand*. Albany and Palmerston North: Massey University: 1-64.
- Forsythe Research, (1998). *Experiences of recent business migrants in New Zealand*. N. Z. I. Services. Wellington: New Zealand Immigration Services.
- Gibb, J. L. & P. J. Taylor, (2003). Past experience versus situational employment: Interview questions in a New Zealand social service agency. *Asia Pacific Journal of Human Resources*, 41, (3), 371-382.
- Guenole, N., Englert P & Taylor, P. J. (2003). "Ethnic group differences in cognitive ability test scores within a New Zealand applicant sample." *New Zealand Journal of Psychology* 32, (1), 49-54.
- Henderson, A., Trlin A. & Watts, N. (2001). Squandered skills? The employment problems of skilled Chinese immigrants in New Zealand. In R. Starrs, *Asian Nationalisms in an age of Globalization*. Surrey: Curzon Press, 106-123.
- Ho, E., Lidgard, J., Bedford, R. & Spoonley, P. (1997). East Asian Migrants in New Zealand: Adaptation and Employment. *New Zealand and international migration, A digest and bibliography, No. 3*. In A. D. Trlin and P. Spoonley (eds.), Massey University: 42-59.
- Kanter, R.M. (1977a). *Men and women of the corporation*. New York: Basic Books.
- Kanter, R.M. (1977b). Some effects of proportion on group life. Skewed sex ratios and responses to token women. *American Journal of Sociology*, 82, 965-990/

- Masgoret, A.-M. & Ward, C. (2005). Attitudes toward immigrants and immigration in New Zealand. Paper presented at Intercultural Academy for Intercultural Research Conference: Kent, May 2005.
- Mayring, P. (1991). Qualitative Inhaltsanalyse. In Flick, U., Kardoff, E.V., Keupp, H., Rosenstiel, L. v. & Wolff, S. (1991) (Eds.). *Handbuch Qualitative Sozialforschung*. München: Psychologie-Verlags-Union, 209-212
- McIntyre, K., Ramasamy, S., & Sturrock, F. (2003). Summary report: Evaluation of migrant pilot projects in Auckland North, Auckland Central, Waikato and Central Regions, 2002. Ministry of Social Development.
- Nesdale, D. (2002). Acculturation attitudes and the ethnic and host-country identification of immigrants. *Journal of Applied Social Psychology*, 32, (7), 1488-1507.
- New Zealand Immigration Service (2004). Migrants' experiences of New Zealand – Pilot survey report for Longitudinal Immigration Survey: New Zealand (LisNZ). Wellington: New Zealand Immigration Services
- New Zealand Immigration Service (2001). Work visas and permits research. Wellington: New Zealand Immigration Services
- New Zealand Immigration Service, (1999). Links between Temporary Entry and Permanent Residence. Wellington: New Zealand Immigration Services.
- Office of Ethnic Affairs (2002). Ethnic perspectives in policy, A resource. Wellington, New Zealand: Office of Ethnic Affairs.
- Oliver, P. (2000). Employment for professional migrants - Barriers and Opportunities. Wellington: Work and Income NZ.
- Pearce, R., Spoonley, P., Butcher, A., & O'Neill, D. (2005). Immigration and Social Cohesion: Developing an indicator framework for measuring the impact of settlement policies in New Zealand: Ministry of Social Development.
- Pernice, R., Trlin, A., & North, N. (2000). Employment and mental health of three groups of immigrants to New Zealand. *New Zealand Journal of Psychology*, 29, (1), 24-29.
- Pettigrew, T.F. & Tropp, L. (2001). Does intergroup contact reduces racial and ethnic prejudice throughout the world? Recent metaanalytic findings. In S. Oskamp (Ed.), *Reducing prejudice and discrimination* (pp. 93-114). Mahwah: Erlbaum.
- Riordan, C.M., Shaffer, B.S. & Stewart, M.M. (2005). Relational demography within groups: Through the lens of discrimination. In R.L. Dipboye & A. Colella (Eds.), *Discrimination at work: Psychological and organizational bases* (pp. 37-61). New Jersey: Lawrence Earlbaum Ass.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.
- Sherif, M. & C.W. Sherif (1969). *Social psychology*. New York: Harper and Row.
- Statistics New Zealand (2002). 2001 census: People born overseas. Wellington: Statistics New Zealand.
- Tajfel, H. & Turner, J.C. (1986). The social identity of intergroup behaviour. In S. Worchel & W.G. Austin (Eds.), *Psychology and intergroup relations* (pp. 7-24). Chicago: Nelson Hall.
- Trlin, A., Henderson, A., North, N., Watts, N & Skinner, M. (2001). Immigration, human capital and productive diversity: Contrasts and issues in the employment experiences of settlers from China, India and South Africa. *Vibrant voices and visions for ethnic New Zealand conference*, New Zealand Federation of Ethnic Councils (Inc), Massey University, Albany Auckland.
- Trlin, A., Henderson A. & North, N. (1999). Effects of unemployment among skilled immigrants from India. *New Zealand Population Review*, 25, 99-117.

- Ward, C. & Masgoret, A-M. (2004). Responses to immigrants seeking employment: A case of discrimination? *New Zealand Psychological Society Annual Conference* (August, 2004), Wellington.
- Watts, N. & Trlin, A. (1999). Cultural resources of immigrants and international business in New Zealand. *New Zealand Population Review*, 25, 119-132.
- Watts, N. & Trlin, A. (2000). Access and equity Issues in employment and service provision for NESB immigrants in New Zealand public sector organisations. *JIMI/RIMI*, 1, (3), 331-350.
- Watts, N. & Trlin, A. (2000). Diversity as a productive resource: Employment of immigrants from non-English speaking backgrounds in New Zealand. *Social Policy Journal of New Zealand*, 15, 87- 101.
- Winkelmann, L. & Winkelmann, R. (1998). Immigrants in New Zealand: A study of their labour market outcomes. Labour Market Policy Group: Canterbury.
- Zodegekar, A. (2005). The changing face of New Zealand's Population and National identity. In J. H Liu, T McCreanor, T McIntosh & T Teaiwa (eds.) *New Zealand Identities, Departures and Destinations*. Wellington: Victoria University Press, 140-154.

APPENDICES

APPENDIX 1: Information Sheet and Survey Questionnaire

CENTRE FOR APPLIED CROSS-CULTURAL RESEARCH
Te Pae Rangahau Tauhōkai Ahurea

Information Sheet

Dear Participant,

You may be aware that members of the Wellington Regional Chamber of Commerce have expressed concern about a shortage of skilled workers to employ. At the same time, there is a significant number of well qualified, highly motivated migrants that have difficulties in finding employment. We are interested in learning why this mismatch exists and what could be done to strengthen the link between available resources and current needs.

For this reason, the Wellington Regional Chamber of Commerce and the Centre for Applied Cross-cultural Research (CACR) at the Victoria University of Wellington are working together to examine the issue of cultural diversity in relation to the New Zealand workplace.

We are aiming to identify ways

- in which experienced migrants can enter/apply their skills in the New Zealand business environment (facilitate migrants entry into the workforce)
- in which organisations can effectively manage and benefit from a multi-cultural workforce.

Therefore, we would be very grateful if you would participate in the attached survey!

Purpose of the survey:

The purpose of the survey is to learn to what extent cultural diversity is an issue within your organisation.

The questionnaire will take about 15 minutes to complete. It is anonymous, and your participation in the survey is voluntary. You are not required to complete this survey. If you do complete the survey, it is understood that you have agreed to participate. This survey has been approved by the School of Psychology Ethics Committee at the Victoria University of Wellington.

Privacy and Confidentiality

- We will keep the data for at least five years after publication.
- You will never be identified in our research project or in any other presentation or publication. The information you provide will be coded by number only.
- In accordance with the ethics requirements of many scientific journals and professional organisations, your coded data may be shared with other competent researchers and may be used in other, related studies.
- A copy of the coded data will remain in the custody of the principal investigator, Dr. Astrid Podsiadlowski.

Feedback

The overall findings will be submitted for publication in a scientific journal and presented at scientific conferences. The research output will be made available to you so that you can use the information to benefit your own organisations.

If you have any further questions regarding this study, please contact the principal researcher Dr. Astrid Podsiadlowski: Astrid.Podsiadlowski@vuw.ac.nz, Phone: 04-463-7491.

Thank you very much for your participation!

Survey

In the following survey you will find questions about your organisation's structures and practices, particularly addressing the issue of cultural diversity. We are interested in your own personal experience. You can be assured that your answers will be treated absolutely anonymously.

Please read through the questions carefully and either specify or tick the most appropriate answer concerning your organisation. There are no right or wrong answers.

Section 1: Questions concerning your organisation

How many people does your organisation employ? _____
(full time) (part time)

Please indicate the sector in which your organisation operates:

- 1 Agriculture, Forestry & Fishing
- 1 Manufacturing
- 1 Construction
- 1 Wholesale and Retail Trade
- 1 Accommodation, Cafes & Restaurants
- 1 Transport, Storage & Communication
- 1 Business & Financial Services
- 1 Education, Health & Community Services
- 1 Cultural, Recreational & Personal Services
- 1 Electricity, Gas & Water Supply

Others: _____

When was your organisation founded? _____

What is your current position? _____

Section 2: Questions concerning migrants

In this section, we are particularly interested in learning about the migrants working in your organisation.

Please note: By migrants, we mean people of a different cultural background who arrived in New Zealand during the last 10 years.

At present, how many migrants are employed in your organisation? _____

If you do not employ any migrants: What are reasons why you do not employ migrants?

] *If you do not employ any migrants: please continue with questions in section 3.*

] *If you do employ migrants, please answer the following questions:*

For how long have you employed migrants? _____

Of the migrants employed in your organisation, what is their professional background? Please list:

What type of jobs/responsibilities do the migrants have within the organisation? Please list:

Which job positions/titles do the migrants have? Please list:

As an employer/manager, how many times are you in contact with the migrants working in your organisation? Please tick one option.

- 1 Several times a day
- 1 Several times a week
- 1 Several times a month
- 1 Several times per year
- 1 Not at all

How much of this contact is work related? _____ (per cent)

What do you think:

Is your contact 1 more 1 less or 1 the same than with local staff?

In your opinion, how much contact is there between local staff and migrants? Please tick one option.

- 1 Several times a day
- 1 Several times a week
- 1 Several times a month
- 1 Several times per year
- 1 Not at all

How much is this contact work related? _____ (per cent)

What do you think:

Is this contact 1 more 1 less or 1 the same than among local staff?

Please tick how satisfied you are concerning the following statements.
 Please note, that the scale ranges from 1 (= *not satisfied at all*) to 5 (= *very satisfied*).

	Not satisfied at all		Very satisfied		
How satisfied are you with the work of the migrants who are employed in your organisation?	1	2	3	4	5
How satisfied are you with the co-operation between migrants and local staff in your organisation?	1	2	3	4	5
How satisfied are you with the management of your culturally diverse workforce?	1	2	3	4	5

Section 3: Gains and barriers of employing migrants

What are the advantages of employing migrants? Please state:

- 1. _____ 3. _____
- 2. _____ 4. _____

What are disadvantages of employing migrants? Please state:

- 1. _____ 3. _____
- 2. _____ 4. _____

What type of support would your organisation need to employ more migrants?
 Please give some suggestions:

Section 4: Human resource management practices

We are interested in the Human Resource Management practices that apply to your organisation.

1. Please tick the respective box in the first column, if you have such types of Human Resource Management practices in your organisation.
2. Please tick the respective box in the second column, if you are interested to implement such Human Resource Management practices in the future.

Human Resource Management Practices:	Implemented	Future Interest
Formalized recruitment procedures	1	1
Formalized selection tools	1	1
Language classes	1	1
Information about different ethnic groups	1	1
Diversity workshops	1	1
Intercultural training	1	1
Organizational goals addressing cultural diversity	1	1
Public statements addressing cultural diversity	1	1
Multicultural work groups	1	1
Diversity committees/task forces	1	1
Mentoring system	1	1
Coaching system	1	1
Other: _____	1	1
Other: _____	1	1

Please tick how much the following question currently applies to your organisation.
Please note, that the scale ranges from 1 (= *not important at all*) to 5 (= *very important*).

	Not important at all				Very important
At the moment, how important is the issue of managing a culturally diverse workforce to your organisation?	1	2	3	4	5

Please tick how much your organisation is interested in the following suggestions.
Please note, that the scale ranges from 1 (= *not interested at all*) to 5 (= *very interested*).

	Not interested at all				Very interested
How much are you interested in facilitating migrants' entry into the workforce?	1	2	3	4	5

How much are you interested in improving co-operation within a culturally diverse workforce?	1	2	3	4	5
--	----------	----------	----------	----------	----------

Section 5: Demographic composition of your organisation

For our analysis, we need to know about the specific demographic composition of your organisation. Please provide as much information as possible.

How many men are employed in your organisation? _____

How many women are employed in your organisation? _____

Please state the various nationalities and the number of employees of each particular ethnic group within your organisation.

For example:

New Zealanders may be referred as being either European/Pakeha/Maori or Pacifica.

Singaporeans can have a Chinese, Indian or Malayan ethnic origin.

South Africans can be of European or African descent.

Please try to be as specific as possible:

Nationality	Ethnicity	Number of Employees per Ethnic Group (If you are not sure about their ethnic background, please state the number for each nationality)

Section 6: Questions concerning your person

For analytic purposes, would you please answer a few questions about yourself:

What is your nationality? _____

What is your ethnic background? _____

How long have you been working with people from different cultures? _____

How old are you? _____

Are you 1 female or 1 male?

Section 7: Future research and development

Would you be interested in participating in a more in-depth study?

Please tick: 1 Yes 1 No

Would you be interested in participating in the development and implementation of diversity management measures/methods?

Please tick: 1 Yes 1 No

We would be very grateful if you participated in a more in-depth study! This study will include expert interviews as well as focus groups with employers and migrants.

Our goals of this study are

- To learn about your organisation's specific needs
- To learn what types of incentives would encourage your organisation to employ migrants
- To learn what types of support your organisation would require after employing migrants
- To develop and implement diversity measures in joint workshops to improve co-operation and managing a multicultural workforce.

If you are interested in further participation, would you please click on the following e-mail address, so that we can contact you while securing the anonymity of your answers: Astrid.Podsiadlowski@vuw.ac.nz

Thank you very much for your valuable information!

APPENDIX 2: Information Sheet and Interview Guideline**Information Sheet**

Dear Interview Partner,

You may be aware that members of the Wellington Regional Chamber of Commerce have expressed concern about a shortage of skilled workers. At the same time, there is a significant number of well qualified, highly motivated migrants who have difficulties in finding employment. We are interested in learning why this mismatch exists and what could be done to strengthen the link between available resources and current needs.

For this reason, the Wellington Regional Chamber of Commerce and the Centre for Applied Cross-cultural Research (CACR) at Victoria University of Wellington are working together to examine the issue of cultural diversity in relation to the New Zealand workplace.

We are aiming to identify ways

- in which experienced migrants can enter/apply their skills in the New Zealand business environment (facilitate migrants entry into the workforce)
- in which organisations can effectively manage and benefit from a multi-cultural workforce.

Therefore, I am very grateful for the chance to interview you, an expert in these matters.

Purpose of the interview:

The purpose of the interview is to learn about current issues regarding cultural diversity at the New Zealand workplace from different perspectives.

What is involved if you agree to participate?

- If you agree to participate in this study I will ask you about your workplace, your tasks and the experiences you have working with people from various cultural backgrounds. Examples of questions I might ask are: *Could you please tell me more about your current job? Where do you see advantages of a culturally diverse workforce?*
- I anticipate that our interview will take no more than half an hour and I would like to audiotape it.
- During the research you are free to withdraw, at any point before completion of the interview.
- This research has been approved by the School of Psychology Ethics Committee at Victoria University of Wellington.

Privacy and Confidentiality

- I will keep your consent form and the coded data in my office for at least five years after publication. The tapes will be typed after the transcription.

- The only persons who will also listen to the interviews will be the two research assistants, Leonie Moxon and Philippa Collie, who are going to transcribe them. The transcribed data will only include codes. Names of persons or organisations will not be transcribed.
- You will never be identified in our research project or in any other presentation or publication. The information you provide will be coded by number only.
- In accordance with the ethics requirements of many scientific journals and professional organisations, your coded data may be shared with other competent researchers and may be used in other, related studies.

Feedback

I will send you the transcript of your interview. First results will be presented on a scientific conference in July 2006 which will also be sent to you so that you can use the information to benefit your own organisation. The overall findings will be submitted for publication in a scientific journal. The research output will be made available via the CACR webpage and I will notify you about it.

If you have any further questions regarding this study, please contact me, Dr. Astrid Podsiadlowski, Astrid.Podsiadlowski@vuw.ac.nz, Phone: 04-463-7491.

Thank you,

Astrid Podsiadlowski

Instructions for Interview Guide Line

Meaning of symbols used in interview guideline:

- = backup question for clarification, if not yet answered with the first general question
- [] = to add on, if interview partner is not sure how to answer the question or just gives a very brief statement
- > = to filter questions with regard to previous answer
- I A Question specifically for representatives of ethnic groups
- I B Question specifically for representatives of employer groups
- II A Question specifically regarding Selection Procedures of Recruitment Agencies
- II B Question specifically regarding Human Resource Management of organisations posed to HR manager or employer

Please note: The respective four different versions of interview guide lines will be printed out separately for each interview.

Interview Guide Line

Part 1: Questions concerning your professional and personal background

First of all, I have some general questions about your work and your personal background:

Could you please tell me more about your current job?

- Could you tell me something about your professional background?
- What is your assignment at the moment? [main tasks, responsibilities]
- What is your job position at the moment? [job title]

Could you please tell me the story of how you came to work for this organisation?

- What is your professional background
- Where do you come from?
- > *If not originally from New Zealand:*
- When did you come to New Zealand? Why?

As a cross-cultural psychologist I am of course very interested in learning about other cultures.

Could you tell me a little bit about your own cultural background?

- [nationality/ethnicity/religion/country of origin]
- With which ethnic group of people, do you think, you identify the most?

What do you personally think is important in life?

What do you generally think is important for people who share the same culture with you? I A: **What do you think is important for people who you are you representing?**
[Can you give an example]

How do you think these issues affect working styles and behaviour in the workplace?
[Can you give an example?]

How do you think these issues affect job seeking and selection procedures? [Can you give an example]

Part 2: Questions concerning the organisation and human resource management

Please tell me more about your organisation:

- How many people do you have employed?
- What are your organisation's main objectives?
- What kind of official policy do you have?
- [market sector, region, products, competitors, customers]

I A: How many members does your institution have?

II A: How many people does your recruitment agency recommend per month?

How does your I A: institution/II A: agency/II B: organisation work?

II B: Questions about your human resource management:

- How do you look for new employees? [recruitment procedures]
- How do you select new employees? [selection procedures]
- What types of training do you provide for your employees? [experiences]
- Do you have any kind of mentoring system?
-> *If yes: How does it work? [experiences]*
- Do you consider the cultural background of your employees in your human resource management practices?
-> *If yes: How? [selection/training/policies]*

II A: Questions concerning recruitment procedures:

- Who are your customers?
- Who are your clients?
- What tools do you use? [recruitment/selection/recommendation/tests]
- Is cultural background a consideration within recruitment procedures you apply?
-> *If yes: how so?*

Part 3: Questions concerning the issue of diversity

What do you understand by "diversity"?

When I refer to the issue of cultural diversity at the workplace I am thinking of people from different cultural backgrounds who work together.

Where do you see advantages of a culturally diverse workforce?

Where do you see disadvantages of a culturally diverse workforce?

Though New Zealand's economy is performing well and there is a reported skills' shortage in certain areas, a disproportionate number of migrants, highly motivated and qualified, are either unemployed or underemployed.

What are your thoughts about this statement?

- What explanations do you have for these reported discrepancies? [In your opinion, what are the reasons behind?]
- What would you understand by underemployment?
- Can you give any examples?

How do you as a **I A: representative/II A: recruitment agency/II B: employer/organisation** address the issue of diversity?

- [By tools/measures/campaigns]
- [By objectives]
- **II B: Do you consider the issue of diversity in your human resource management practices?**
-> *If yes: In which way? [selection/training/policies]*

What type of support would your organisation need?

- In order to employ more migrants
- In order to integrate migrants into the workforce

What type of support would migrants need?

Generally speaking, what recommendations would you give to someone from another country who is applying for a job in New Zealand?

Generally speaking, what recommendations would you give to someone from another country who is starting a new job in New Zealand?

Generally speaking, what recommendation would you give to an employer who is looking for skilled employees?

Part 4: Questions concerning migrants

By migrants, I mean people of a different cultural background who arrived in New Zealand during the last 10 years.

I A: At present, how many of your members are employed?

How many of your members are unemployed? What do you think is the reason behind?

II A: How many migrants have you recommended to potential employers during the last month? Of the ones you have not recommended: Why?

II B: At present, how many migrants does your organisation employ?

-> If the answer is "none": Why? [What are the reasons?]

-> If yes:

Of the migrants employed/II A: recommended, what is their professional background?

What type of jobs/responsibilities do the migrants have within the organisation? [job title, position]

What job positions/titles do the migrants have?

How much of these migrants do you think are underemployed?

Why do you think they are?

Can you tell me anything about the migrants' background:

- length of stay, reason to come
- social support
- contact
- language abilities
- gender
- difficulties they encounter
- knowledge and awareness about each other's culture
- contact with New Zealand co-workers

II B: How would you assess their performance? [How satisfied are you with their work?]

Please think of someone who does not originally come from New Zealand who is performing particularly well/**II A: successfully recruited**: What do you think is the reason for this? What is the person's cultural background?

Please think of someone who does not originally come from New Zealand who is performing particularly poor/**II A: not recruited**: What do you think is the reason for this? What is the person's cultural background?

Generally speaking, what do you particularly appreciate in an employee/**II A: job seeker**?

Where do you see problems with employees/**II A: job seekers**? How could these be affected by a different cultural background of the employee/**II A: applicant**?

-> *For New Zealanders:*

Having in mind colleagues of your own cultural background, what do you think they should take into consideration when they work together with people from different cultures?

Having in mind colleagues of a different cultural background, what do you think they should take into consideration when working with people from your country?

[Where do you see potential misunderstandings?]

-> *For non-New Zealanders:*

Having in mind colleagues of your own cultural background, what do you think they should take into consideration when they work in New Zealand?

Having in mind colleagues from New Zealand, what do you think they should particularly take into consideration when working with people from your country?

[Where do you see potential misunderstandings?]

What kind of recommendation would you give to improve co-operation within a culturally diverse workforce?

APPENDIX 3: Information Sheet and Questions for Focus Groups**Information Sheet****Topic: Immigrants' Experiences in the NZ workplace****Who is conducting the research?**

- I am Soc Diego, a Psychology PhD student at Victoria University of Wellington. My study is on immigrants' experiences in the NZ workplace. Dr. Astrid Podsiadlowski, Dr. Colleen Ward and Dr. Ronald Fisher are supervising my work.

What is the purpose of this research?

- This research is interested in your workplace experiences as first generation skilled immigrants employed in various NZ industries. It is our expectation that upon arrival, one of your primary objectives is to find a suitable job which could help you earn a living. Thus, we are interested on how immigrants manage to obtain their jobs taking into account personal qualifications, skills and work experiences they had before coming to NZ. We also want to explore current issues relating to immigrants' interactions with local New Zealanders and other migrant groups in a growing multi-cultural work environment. Hence, it would be interesting to learn about your work experiences in New Zealand..

What is involved if you agree to participate?

- If you agree to participate, you will join a small group (3-5 persons) who will be discussing experiences in the workplace specifically in dealing with people from different cultural backgrounds, experiences from finding a job to keeping the job, current job assignments, interactions with co-workers, and other job-related experiences.
- With your permission, the discussions will be audio-taped and be transcribed later on.
- The discussions will take no more than two hours. You are free to withdraw at any point up until the completion of the discussion, and the data pertaining to you will not be included in the transcriptions.
- It is important that anything shared or discussed today is not repeated outside of this group.
- As a token of our appreciation, we will give you \$10 grocery vouchers at the end of the focus group discussions.

Privacy and Confidentiality

- During transcriptions, we will replace your names and pertinent details by codes so that no data will be directly traceable to you. Hence, you will not be directly identified nor be pinpointed to your employers and the immigration service. Accordingly, you will not be directly identified in the research results, publications or presentations.
- We assure you that no personal information about you as a participant will be sent to your employers or NZ immigration.
- Only I and my supervisors will have direct access to your coded data. Per requirements of some scientific journals and organisations, your coded data may be shared with other competent professionals.
- A copy of the coded data will remain in the custody of Dr. Colleen Ward for at least 5 years.

What happens to the information that you provide?

- Together with other data, the results of this research will be a part of my thesis. Overall results of this research may also be published in scientific journals or be presented at scientific conferences.

Feedback

Results of this study will be available by approximately 31 May 2008. Please indicate your email address or postal address if you want us to notify you regarding the availability of the results or the presentation materials. Alternatively, results may also be viewed via the CACR webpage in PDF-format at <http://www.vuw.ac.nz/cacr/>.

If you have any further questions regarding this study, please contact me at Soc.Diego@vuw.ac.nz, phone (04) 463-6976, postal address: *School of Psychology, Victoria University. PO Box 600, Wellington*, or any of my supervisors at:

Astrid.Podsiadlowski@vuw.ac.nz, phone (04) 463-7491

Colleen.Ward@vuw.ac.nz, phone (04) 463-6976

Ronald.Fischer@vuw.ac.nz, phone (04) 463-6548

Thank you for your participation.

Sincerely yours,

Soc Diego

Focus Groups Discussion Schedule
Topic: Immigrants' Experiences in the NZ workplace

Part 1:

Introduction (state objective of the study, procedure of the discussion and ground rules, questions from participants regarding the research)

Part II: Discussion

1. Can you share your reasons for moving to New Zealand? [Probe – What were your expectations in terms of advantages and disadvantages in you're a) profession b) income, c) family life]
2. How did you apply for work in NZ?
 1. What happened during the application process?
3. In your workplace, can you please describe your
 1. job assignment or the task that you're doing in comparison to your qualification
 2. methods of payment and rewards that you receive
 3. benefits that you enjoy
 4. training or further skill development opportunities
4. In your workplace, can you please describe your relationships with
 1. peers
 2. immediate supervisors
 3. higher superiors
5. Can you recall any experience that hindered/helped you in
 1. feeling at ease with your job
 2. feeling at ease with your co-workers
6. How did these experiences affect your work and your commitment to the organization?
7. In which way your experiences at work affected your long-term plans?
8. Overall, how would you describe the way your organization deal with immigrants or people from different ethnicity?

Part III:

Post Discussion (Saying thanks, reiterating confidentiality, debriefing)

APPENDIX 4: Outline and Questions of the Workshop

**Needs Assessment Workshop
for the NZ Federation of Ethnic Councils
Saturday, 25 March 2006**

Estimated # of Participants:	15
Time Needs:	2 hours and 30 minutes (including a tea/coffee break of 20 minutes) from 1:30pm to 4.30pm
Equipment:	Whiteboard, Board for Flipcharts, Wallpaper, Cardboards, Pens, Stickers, Glue
Locations:	Two separate areas or rooms

Outline of the workshop:

- **Short introduction to the need of a needs assessment and importance of research**
- **Instructions for the workshop using Metaplan-technique to moderate participants' comments**
- **Breaking up in two small groups** facilitated by Colleen Ward and Astrid Podsiadlowski and supported by two students
- The goal of the small group work are to:
 - "hear" each participant's voice by letting them write down three key ethnic issues they see within their region
 - identify common themes
 - prioritise research needs

The first question posed to them is:

3. **Please write down three key ethnic issues that concern you the most within your region.** (*orange cards*)

Please use a separate card for each issue that comes into your mind.

The second question is:

2. **Please write down three ethnic issues within your region you know the least about.** (*yellow cards*)

Please use a separate card for each issue that comes into your mind.

The cards are collected and glued to a board so that each participant can see each other's comments without knowing which came from whom.

The comments are then to be sorted and categorized in a joint discussion led by the facilitator.

After having found categories for the issues and identified overarching research needs, e.g. by posing specific research questions, these results are brought back to the whole group.

- **Tea/coffee break**
In the break the facilitators can meet to exchange experiences with the two small groups and prepare the large forum.
- **Large forum**
When all participants gather together, the goal is to identify which issues are shared across regions and which are very specific.

To prioritize the needs the participants are asked to stick coloured adhesive dots to the identified issues written on the flipcharts or categories (will be decided in the break).

In the end the group should find three issues they commit themselves to as being relevant to focus research upon.

Time Schedule

Time	Task	Equipment
12:30-1:30	Meeting and preparing the rooms and equipment: <ul style="list-style-type: none"> • Putting the paper on the walls to be able to glue the cards on in the later process • Preparing the Flipcharts • Writing the 2 questions on Flipcharts • Distributing cards and pens 	Paper Flipcharts Pens (black, blue) Cards (6 per participant in 2 colours)
1:30-1:45	Introduction to need for research Introduction to workshop	
1:45-2:45	Small Group Work	
1:45-2:00	<ul style="list-style-type: none"> • Posing the 2 questions and filling out the cards by participants 	Cards and Pens
2:00-2:15	<ul style="list-style-type: none"> • Collecting the cards, gluing and sorting with questions of clarification 	Cards on wallpaper
2:15-2:30	<ul style="list-style-type: none"> • Discussion: adding cards, finding categories for themes, concretising issues 	Oval Cards, additional cards
2:30-2:45	<ul style="list-style-type: none"> • Conclusion: Finding at least three relevant research questions and documenting them 	Flipcharts
2:45-3:00	Break for participants and meeting of facilitators: presenting outcomes on walls	
3:00-4:00	Discussion and conclusion in large forum	
3:00-3:15	<ul style="list-style-type: none"> • Giving feedback about results of small groups (categories and research questions), letting participants prioritize them with red stickers 	Stickers
3:15-3:45	<ul style="list-style-type: none"> • Discussion, clarifying, concretising 	Whiteboard
3:45-4:00	<ul style="list-style-type: none"> • Result: Putting down three specific research topics with concrete research questions and clarifying relevant aspects 	Flipcharts
After 4:00	Having coffee/tea, finishing up and going home	