

Class 7: Integrating refugees into the labour market as a collective endeavour

Almina Bešić
Johannes Kepler University Linz

May, 2022

Work is key for refugees, but how is their labour market integration organised?

- Researchers, policy makers and business practitioners agree that work is crucial for successful participation in society for refugees (e.g. Brell et al., 2020; Dustmann et al., 2017)
- Different challenges at the macro, organisational and individual level affect refugees' work trajectory (Lee et al., 2020)
- Refugee employment is shaped by different roles of a variety of actors (see e.g. Bešić et al., 2022; Ortlieb et al., 2020)
 - Public service organisations (PSOs) at the forefront of assisting refugees (e.g. Senthana et al., 2020; Dykstra-DeVette & Canary, 2019; Nakhaie, 2018)
 - Complex organising of the labour market integration processes of refugees that is dynamic

Key learning outcomes

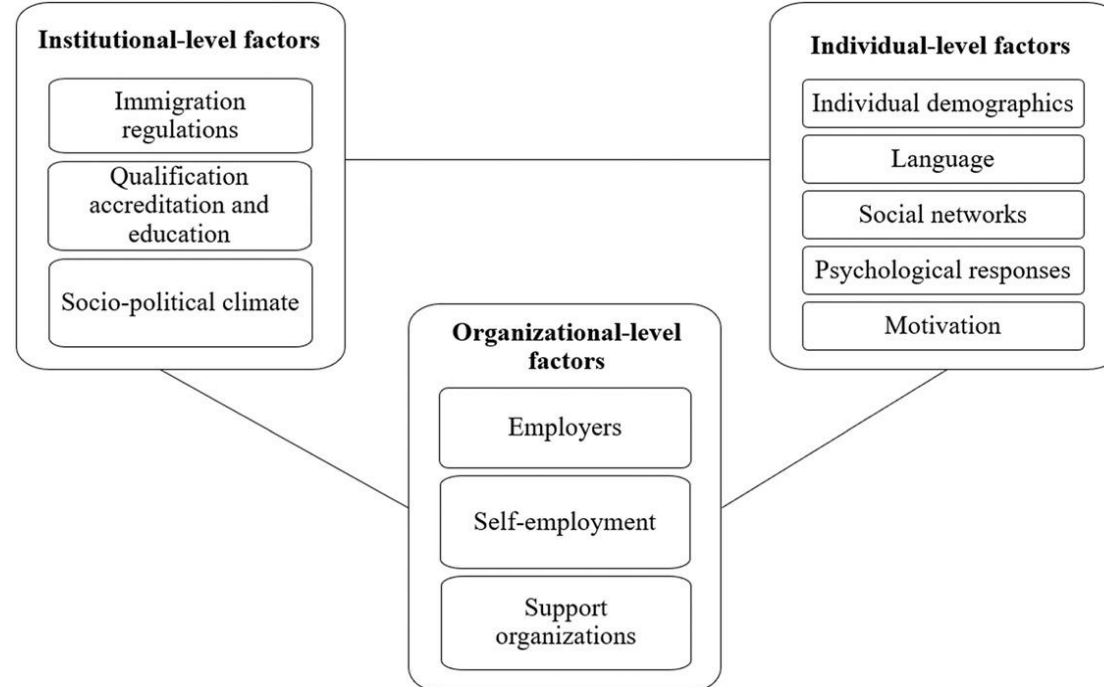
- Understand the challenges of labour market integration of refugees
- Understand the interconnectedness of the institutional, organisational and individual level in labour market integration
- Understand the complexity of organising support for the labour market integration and the challenges with an overwhelming focus on “employment first” of refugees

Capturing the complexity of refugee labour market integration

- Canvas Ceiling (Lee et al., 2020) and relational framework (Syed and Özbilgin, 2009)
- Action net framework (Czarniawska, 2008)

Capturing the complexity of refugee labour market integration

- Canvas Ceiling (Lee et al., 2020) and relational framework (Syed and Özbilgin, 2009)
 - A relational view, whereby interconnected and systemic barriers affect refugee employment and integration in the labour market
 - Labour market integration as process characterised by the interplay of several factors across the institutional, the organisational, and the individual level



Capturing the complexity of refugee labour market integration

- Action net framework (Czarniawska, 2008)
 - Refugee integration as a complex action net
 - Individual and collective actors are connected to each other via certain actions
 - Refugee integration action net is constructed and maintained through repeated behaviours

How do the models translate to practice?

Example: Austria

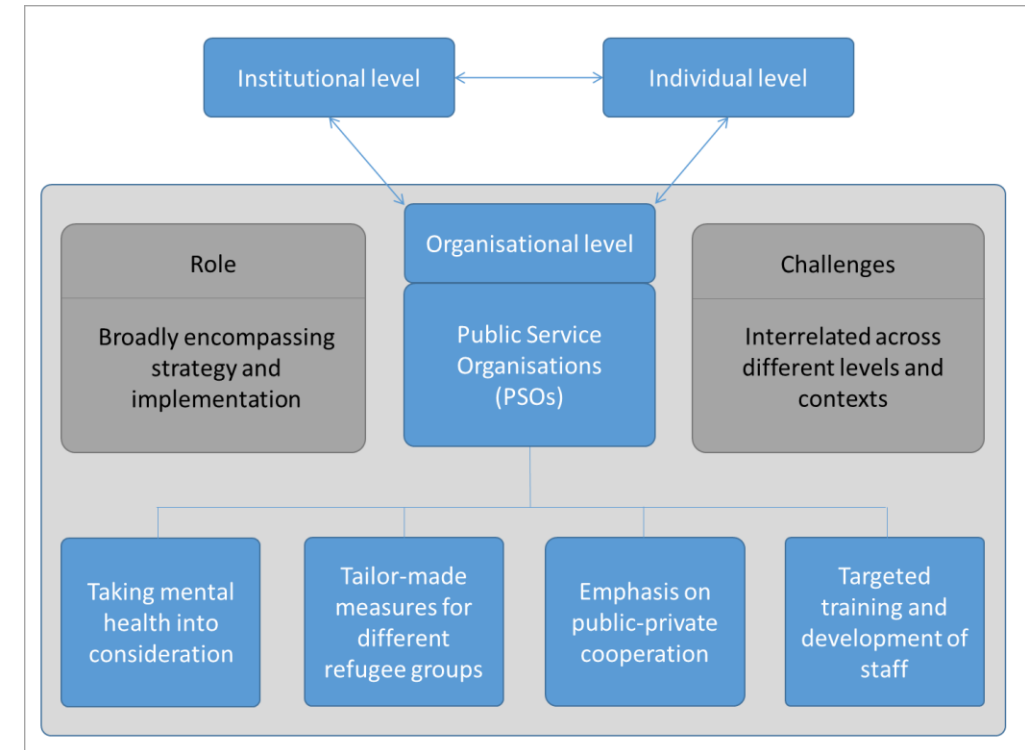
- Since 2015, Austria has admitted a large number of refugees (e.g. over 88k people have sought asylum in 2015, numbers much lower since then; since the start of the war in Ukraine over 60k people have registered in AT, see OÖNachrichten, 2022)
- Since 2017, the integration and specifically labour market integration policy is moving towards *assimilation*
- After the initial 'Willkommenskultur' in 2015, the policy moved quickly away from a humanitarian response towards a 'labour market first' policy and managing migration → fast forward to 2022 and a new wave of support is emerging
- Arrival of Ukrainian refugees has strengthened the labour market focus of the integration policy

Discussing the integration in an action net across levels

- Macro level
 - Policies, and the overall climate towards migration
 - E.g. EU's temporary protection Directive vs. restricted access for asylum seekers that came in 2015
 - Still, funding for housing, schooling, language courses needed
- Organisational level
 - Early integration into work without sufficient support in other integration areas (education, health) difficult
 - Role of public service organisations such as public employment services wide reaching
 - Employers not sufficiently involved; role stronger since arrival of Ukrainian refugees (various [initiatives](#))

Role of public service organisations

- PSO should
 - Take into account mental health when designing and implementing integration measures
 - Have tailor-made measures that address different refugees with different skill sets
 - Have a stronger focus on the motivation and training of staff involved in refugee integration
 - Foster public-private cooperation



Bešić et al., 2022

INITIAL INFORMATION for refugees from Ukraine

Looking for a job in Austria?

Here at the Public Employment Service Austria (AMS), we assist and advise you on how best to enter the Austrian labour market. We can inform you about job offers, German language courses and other qualifications you might need.

Our common goal is to find the right job for you as quickly as possible.

Welcome



The Public Employment Service Austria (AMS) is the official Austrian employment agency with locations in various cities and districts called [local offices](#). Your place of residence determines the respective local AMS office.

What we offer:

- Information and advice
- Job referrals
- German language courses
- Training and further education courses
- Special offers for women
- Information on childcare

Your first visit to the AMS



Take your time: Let's find out together what works best for you!

Please bring the following with you on your first visit to the AMS:

- your blue residence card for refugees, and
- if available: your e-card (insurance card) or documentation containing your social security number

If you speak little or no German at all, please bring an adult with you who can translate for you.

Work permit



Before you can begin your new job, your work permit must be issued by the AMS.

If you already have the prospect of a job, whether arranged by the AMS or found by yourself, your new employer will submit the work permit application to the AMS.

What information we need from you



Please immediately report to us any changes in your situation whenever:

- you start a new job or take up old work
- you have notified us of a job which does not materialise
- you have changed your place of residence
- you are sick and also when you are well again
- you cannot keep an appointment at the AMS

INITIAL INFORMATION for refugees from Ukraine

We assist you finding a job



→ **alle jobs:** the job search engine of the AMS. It searches all jobs registered with the AMS and available on the internet. All current job offers in Austria are only a click away.



→ **eJob-Room:** here you can create your personal applicant profile and be contacted by companies.

→ **AMS Job App:** all job offers in Austria directly to your mobile phone or tablet.

→ Use the [application portal](#) for more assistance when drafting your application.

Recognition of professional qualifications



You have already completed your school education, vocational training or university education?

Recognition of school college and university degrees

The recognition is performed by the respective college/university:
www.berufsanerkennung.at

Recognition of professional qualifications

Contact points for people with qualifications acquired abroad (AST)
www.anlaufstelle-anerkennung.at

Regulated professions: if you have worked as a teacher, health care worker, nurse, medical doctor, lawyer, architect, or in construction and civil engineering, you must provide proof of vocation and take the required examinations.

Learning German



The AMS and the [Austrian Integration Fund \(ÖIF\)](#) offer and help you find the right language course for you.

There are various German courses:

- for persons who speak little or no German, respectively who cannot read the written language
- for persons who already have knowledge of German

Together we will find the right German course for you.

Advice & assistance



Useful addresses:

Career Information Centre (BIZ, BerufsInformationsZentrum) www.ams.at/biz
BIZ office is available at most AMS locations. The BIZ offers all information related to occupations and on how you can learn these professions in Austria free of charge.

For women:

- www.ams.at/arbeitsuchende/karenz-und-wiedereinstieg/adressen-fuer-frauen
- Women's Career Centre (FBZ, Frauenberufszentrum) and
- Young Females Career Centres (MBZ, Mädchenberufszentren)
- Women and young females counselling offices
- Childcare centres

Counselling centres for migrants: www.oesterreich.gv.at

Go to www.ams.at or contact your competent AMS office for more details.

We wish you every success in your job search!

Discussing the integration in an action net across levels

- Macro level
 - Policies, and the overall climate towards migration
 - E.g. EU's temporary protection directive vs. restricted access for asylum seekers that came in 2015
 - Still, funding for housing, schooling, language courses needed
- Organisational level
 - Early integration into work without sufficient support in other integration areas (education, health) difficult
 - Role of public service organisations such as public employment services wide reaching
 - Employers not sufficiently involved; role stronger since arrival of Ukrainian refugees (various [initiatives](#))



Austrian Jobs
for Ukraine



[Firmen-Login](#) [Firmen-Registrierung](#) [About Us](#)

AUSTRIAN JOBS FOR UKRAINIAN REFUGEES

We want to give a perspective – and this
includes a job.

Our Job Categories

Tech Jobs

Hospitality Jobs

Social Jobs



KOCH / COOK

We are looking for a cook/ kitchen help
for 20-40 h/ week.

Salary: € 1.650,00 / monthly

Workplace: Dominikanerbastei 10, 1010 Wien (Hospitality)

Language: english

Skills: Experience in the kitchen would be great

SAP ABAP DEVELOPER (M/F/X)

You enjoy developing demanding
applications in the SAP environment that
are adapted to the company process.

Salary: € 40.600,00 / yearly

Workplace: St. Florian am Inn (Oberösterreich)

Language: english

Skills: Completed training at a technical college/university of
applied sciences or similar with a focus on computer
science/business informatics

LICENSED PRACTICAL NURSE – DGKP (F/M/D)

Working in a high motivated, multi-
professional team; caring for patients
with full range of care services; Personal
responsibility in dealing with patients;
individual patient care

Salary: € 35.966,28 / yearly

Workplace: Vienna, Vienna, Lower Austria (Alland, Felbring,
Hochegg, Laab im Walde), Burgenland (Bad Tatzmannsdorf),
Styria (Aflenz, St. Radegund, Gröbming, Bad Aussee, Graz),
Upper Austria (Weyer, Bad Ischl, Bad Schallerbach) and
Salzburg (Bad Hofgastein, Saalfelden, Grossgmain) (Social)

Language: english

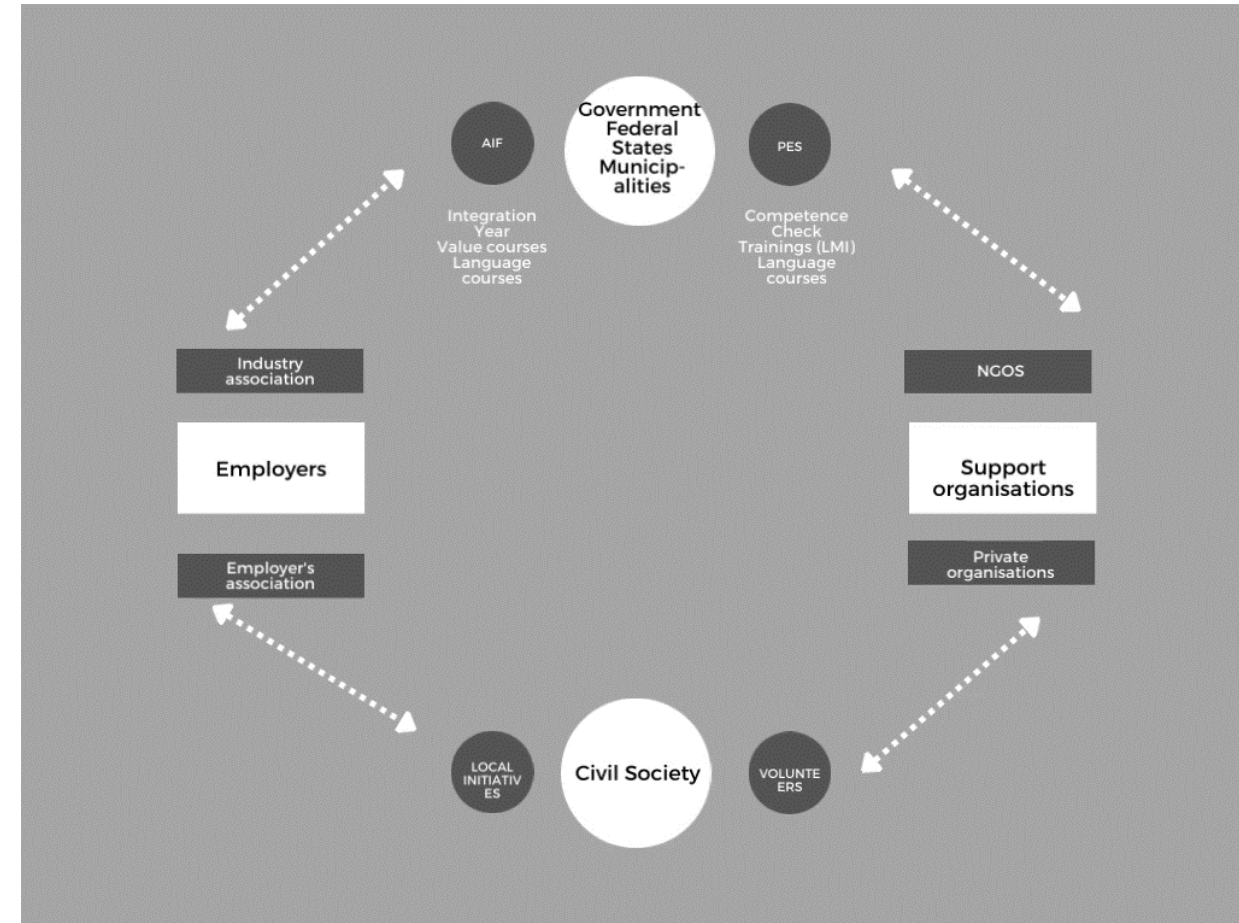
Skills: An in Austria recognized Diploma in health care and
nursing according to Austrian Health and Nursing Act;
excellent communication skills in English

Discussing the integration in an action net across levels

- Macro level
 - Policies, and the overall climate towards migration
 - E.g. EU's temporary protection directive vs. restricted access for asylum seekers that came in 2015
 - Still, funding for housing, schooling, language courses needed
- Organisational level
 - Early integration into work without sufficient support in other integration areas (education, health) difficult
 - Role of public service organisations such as public employment services wide reaching
 - Employers not sufficiently involved; role stronger since arrival of Ukrainian refugees (various [initiatives](#))
- Individual level
 - Skills and resources (e.g. childcare), (mental) health, and 'agency' play a role → how to find sustainable employment, not just a 'survival job'

Summary

- Integration in the labour market (and society) must be viewed as a complex action net (involving multiple levels of governance) and different challenges for individuals and actors involved
- This should be reflected in the role and tasks of actors involved and should be considered when designing integration policy (e.g. how to involve employers, civil society)
- Coordination and cooperation between different actors complex
- A labour market first policy should be looked at critically, as refugees need time to adjust to a new environment, and other integration domains need to be taken into account



Literature

- Bešić, A., Fóti, K. & Vasileva, V., 2022. The role and challenges of public service organisations in the labour market integration of refugees: A relational perspective analysing integration measures in Austria, Finland, Germany and Sweden. *European Management Review*, 1– 15.
<https://doi.org/10.1111/emre.12504>
- Brell, C., Dustmann, C., Preston, I., 2020. The labor market integration of refugee migrants in high-income countries. *Journal of Economic Perspectives* 34 (1), 94–121.
- Czarniawska, B., 2008. A theory of organizing. Edward Elgar
- Dustmann, C., Fasani, F., Frattini, T., Minale, L., Schönberg, U., 2017. On the economics and politics of refugee migration. *Economic Policy* 32 (91), 497–550.
- Dykstra-DeVette, T.A. & Canary, H.E., 2019. Crystalline empowerment: Negotiating tensions in refugee resettlement. *Organization Studies* 40(3), 323–342.
- Lee, E.S., Szkudlarek, B., Nguyen, D.C., Nardon, L., 2020. Unveiling the canvas ceiling: a multidisciplinary literature review of refugee employment and workforce integration. *International Journal of Management Reviews* 22, 193–216.
- Nakhaie, M.R., 2018. Service needs of immigrants and refugees. *Journal of International Migration and Integration* 19(1), 143–160.
- Ortlieb, R., Eggenhofer-Rehart, P., Leitner, S., Hosner, R., Landesmann, M., 2020. Do Austrian programmes facilitate labour market integration of refugees? *International Migration*, online first, DOI: 10.1111/imig.12784.
- OÖNachrichten, 2022. <https://www.nachrichten.at/politik/innenpolitik/fluechtlinge-aktuell-genug-platz-aber-suche-nach-quartieren-geht-weiter;art385,3648008> (accessed 9 May 2022)
- Senthana, S., MacEachen, E., Premji, S. & Bigelow, P., 2020. Can someone help me?’ Refugee women’s experiences of using settlement agencies to find work in Canada. *Journal of International Migration and Integration* 21(1), 273–294.
- Syed, J. & Özbilgin, M., 2009. A relational framework for international transfer of diversity management practices. *International Journal of Human Resource Management* 20(12), 2435–2453.

Contact

Dr. Almina Bešić

Assistant Professor

Department of International Management

Johannes Kepler University Linz

Mail: almina.besic@jku.at

Web: <https://www.jku.at/institut-fuer-internationales-management/>

LinkedIn: <https://www.linkedin.com/in/almina-besic>

