



Organising integration effectively in the company!

SME tool box supports companies in all aspects of diversity-oriented personnel work and management



IQ GOOD PRACTICE in a nutshell

Addressees for transfer: Management teams and HR managers, the Federal Employment Agency's employer service, multipliers collaborating with SMEs.

SME tool box:

The SME toolbox is a means of providing information and support. It is targeted in particular at management teams and HR managers of small and medium-sized enterprises (SMEs) who are seeking to respond to globalisation, demographic change and the demand for skilled workers by using personal strategies with an increasingly cross-cultural and international focus. The toolbox consists of 57 cards arranged in eight categories and provides specific consulting in the areas of personnel recruitment and development, corporate culture and leadership, development opportunities and much more. The SME toolbox is available in a print version, and as an online portal and app.

Competence centre:

IQ Competence Centre for Intercultural Opening and Anti-Discrimination

Organisation:

VIA Bayern e.V.

Project contact:

Andreas Merx / Landwehrstr. 22
80336 Munich / Tel.: 030/652 166 66
andreas.merx@via-bayern.de

Provision:

The SME tool box can be ordered as a print version and as an online portal at www.network-iq.de/fachstelle-intekultur-und-antidiskriminierung-produkte-materialien, the app is available at play.google.com/store/apps/details?id=de.gfvh.iqsmtoolbox (Android) and itunes.apple.com/de/app/kmu-toolbox/id1354339557?mt=8 (Apple). All previously published IQ Good Practice examples can be found at www.network-iq.de.

Starting point/challenge

A range of different measures are needed to respond to the shortage of skilled workers in numerous sectors and to support diverse workforces in companies. Management teams and HR managers in small and medium-sized enterprises (SMEs) are therefore addressing personnel concepts such as intercultural opening and diversity management as they often lack experience of employing people with foreign professional qualifications, and in some cases have little experience in general of employees with a migration background. However, due to lack of time, they need easy-to-access, compact information which is firmly focused on practice. Because managers are key stakeholders in the labour market integration of migrants, Network IQ has a range of provision available for SMEs. This has been put together in the form of an "SME toolbox" to meet their requirements.

Implementation of the SME toolbox instrument

The SME toolbox was planned and developed as a joint Network IQ product on the initiative of the IQ Competence Centre for Intercultural Opening and Anti-Discrimination. Key challenges in the implementation were the packaging together of the contents, consulting in a compact manner, and finding the best form of presentation, including clear illustrations, for SMEs. Relevant content was combined with the help of all IQ competence centres, 15 IQ subprojects and 26 IQ authors. The result is a compact set of information and practical examples for companies on 57 cards covering eight topics. The topics covered by the SME toolbox range from personnel recruitment development through to the commercial benefits of cultural diversity, migration and the labour market, corporate culture and leadership. As part of this, the authors provide highly specific consulting, offer practical solutions, provide compact responses, and supplement all this with contact to IQ consultancy provision



and further materials. It is explained, for example, that employees with a fluent command of their native tongue are able to provide the management team with access to new target audiences both in Germany and abroad. This means that diversity provides a competitive advantage for the company. The detailed and modular toolbox is available as an app, online and on the website of the IQ Competence Centre for Intercultural Opening and Anti-Discrimination. It is also available as a high-quality print product and comes in a protective box.

Conclusion

The SME toolbox helps to open doors and provide guidance. This is because the topic of "diversity" presents companies with numerous opportunities for personnel recruitment. So far, a total of 450 boxes have been ordered in print format by companies, chambers, employment agencies, job centres, and municipal and regional authorities. The pages of the online provision have already been accessed more than 3600 times in the first eight months and access via app is currently being launched. Numerous IQ subprojects are reporting that the box is being used successfully in collaboration with SMEs.

“Practical, brief and concise”

A large number of SMEs and well-known major companies across Germany are using the toolbox for personnel work

In the first eight months, the eight topic areas have already been accessed 3600 times. Particular interest has been shown in the cards “Business arguments for diversity in the company” (300 hits), “Alternative personnel recruitment strategies” (more than 170 hits) and “Potential for companies offered by specialists and workers with a migration background” (over 110 hits). The SME toolbox uses a range of cards to provide valuable advice such as how a more structured approach can be taken to recruitment with a focus on diversity. Job advertisements for example should be published in multilingual media and should appeal very specifically to foreign skilled workers. “Training companies in the skilled trades frequently have questions on very specific issues. Due

to its clear structure, the answers to these can be found quickly in the SME toolbox,” explains Dr. Tobias Mandel — contact partner for the chamber of skilled crafts of Munich and Upper Bavaria — emphasising the value of the SME toolbox for the skilled trades. “Many SMEs such as Lapp Cables, the haul-



age firm Kellershoehn or the Bochum-Gelsenkirchener tram operators are using the box to improve their personnel work throughout the country,” emphasises Andreas Merx, the project contact partner for the box. The use of the instru-

ment even extends beyond the actual target group. Major corporations such as Deutsche Bahn, Aldi Süd and Telecom are using the instruments in their personnel departments. Feedback on the benefits of the instrument is also very positive within Network IQ: “The toolbox has been very well received by companies with whom we collaborate via our Immigration for SMEs coordination office in Saxony and the specialist information centres,” explains Kay Tröger, head of coordination of the IQ Network Saxony. “This is mainly because the format is practical, brief and concise, and can also be used both online and as an app. The many practical suggestions provide something specific which will help every SME develop further.”

Three questions for Andreas Merx, project contact partner for the SME toolbox

“Versatile, flexible and usable in any location”



What is innovative about the SME toolbox?

The box is ideal in its three different formats — print, online and app — for the specific requirements of management teams and HR managers in SMEs. In most cases they are looking for compact information and ideas to help with their current issues and challenges such as “How can I create a more cross-cultural job advertisement?” or “How do I address the issue of the German language successfully within the company?”

The instrument is versatile, flexible and easy to use in any location and, in every case, provides management teams and HR managers with further information or a link to the locally available advice from Network IQ.

How can the toolbox be used locally?

The instrument has been produced jointly by the IQ competence centres and the IQ regional networks in each German federal state and is there-

fore a transfer product par excellence. The wide range of provision and specific competencies of the IQ subprojects in the area of SMEs are incorporated at an early stage in development so that user requirements can be met as closely as possible. The IQ advisers and also the companies themselves generally work on a modular basis with a couple of selected cards to meet their particular requirements in each case. For certain processes such as short-term expansion of the applicant pool, three or four cards are generally all you need to start with — for example “Business benefits of diversity”, “Alternative personnel recruitment strategies”, “Diversity-focused requirement profiles” and “The right type of induction”.

What can the SME toolbox achieve over the long term?

Nationally, the box is one of the most comprehensive and varied offers available on this subject. The variety of formats means we are able to reach different target groups and meet their needs appropriately via a range of different channels. The instrument will be constantly expanded and updated both online and as an app and, over the long term, will be a source of company information and consulting from Network IQ.

Imprint

The “KMU toolbox” instrument is funded within the framework of the Network IQ. It was the responsibility of the IQ Competence Centre for Intercultural Opening and Anti-Discrimination.

Authors: Christian Zingel, Andreas Merx

Editors: Christian Zingel, Canan Ulug (ebb GmbH)

Photos/Illustration: VIA Bayern e.V., Julia Schlax (RockAByte GmbH)

Layout: Gereon Nolte, ZWH e. V.

Version: 2018

www.netzwerk-iq.de

Network IQ

The Network “Integration through Qualification (IQ)” aims at sustainable improvements in the labour market integration of adults with a migration background. The programme is funded by the German Federal Ministry of Labour and Social Affairs (BMAS) and the European Social Fund (ESF). Strategic partners in implementing the programme are the German Federal Ministry of Education and Research (BMBF) and the Federal Employment Agency (BA).

The Network “Integration through Qualification (IQ)” is a programme funded by the Federal Ministry of Labour and Social Affairs (BMAS) and the European Social Fund (ESF).



Designing. The Future. Together.

In cooperation with:

