



Initial training as a culturally sensitive learning process

The Tailor-Made Initial Training concept supports the integration of new employees into the company



IQ | GOOD PRACTICE in a nutshell

Addressees for Transfer:

HR managers who are looking for good initial training for their new employees

Concept

Tailor-Made Initial Training:

The Tailor-Made Initial Training concept and the accompanying comic, which visualises numerous learning paths and conversation scenarios, focus on culturally sensitive and systematic training of new employees. Concrete examples are used to provide guidance, recommendations for action and potential applications for companies. The approach promises advantages in the familiarisation process for new employees and companies through a structure that provides orientation and has both an appreciative and motivating effect. New employees can take on responsibility earlier while at the same time ensuring the work quality.

Project:

EiKu - culturally sensitive initial training

Implementing organisation:

GAB Munich

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Offer:

The publications "Toolboxes" and "Comic" can be found at migranet.org/angebot-zur-interkulturellen-oeffnung/kei-kompetenzen-fuer-erfolgreiche-integration/kultursensible-einarbeitung-in-der-altenpflege/eiku-publikationen. All previously published IQ Good Practice examples can be found at www.netzwerk-iq.de.

Starting point/challenge

In order to quickly and sustainably integrate new skilled workers into a company, it is necessary to properly train them, regardless of age, gender or cultural background. Therefore, this approach of culturally sensitive initial training shows how a "good initial training" can succeed by using the resources brought along by the individual and taking into account the specific requirements of the place. During the development of the initial training concept, criteria for successful culturally sensitive initial training were developed, the results were generalised and made applicable to other companies. Ways are pointed out, how to apply already existing knowledge and skills and how to prepare work requirements systematically.

Implementation of the Tailor-Made Initial Training

In the context of the project "EiKu - culturally sensitive initial training in geriatric care" in the IQ Network Bavaria - MigraNet, the sponsor GAB Munich, in cooperation with MÜNCHENSTIFT GmbH, developed and tested an innovative initial training concept. For the transfer to other companies, two resources were developed: the 24-page publication "Toolboxes: Tailor-Made Initial Training" and the accompanying 28-page comic "getting to know each other and learning effectively during initial training", which illustrates numerous learning paths and conversation situations. When designing the training concept, the focus was on the question of what the new colleague must know and be able to do in order to do his/her job well. For this purpose, employees were actively involved as experts in the development process of a culturally sensitive concept. Orientation, suitable support by mentors and suitable information are very helpful in cul-



turally sensitive initial training. In the toolbox, the concrete procedure for initial training is outlined using the example of a care facility. The focus is on actual work tasks, such as "ordering care supplies", which have been prepared as learning exercises. The new employees are supported with goal-oriented questions to find out as much as possible by themselves before they discuss any open points in a conversation with their mentor. Checklists, information sheets and reflection sheets are also provided as examples.

Conclusion

It is worth investing in tailor-made, culturally sensitive initial training, as the advantages benefit everyone. An evaluation by MÜNCHENSTIFT GmbH has shown that the initial training concept has the following effects: the initial training can take place quicker and more effectively, while at the same time ensuring high-quality standards and building upon existing knowledge and skills. Finally, it is possible to better integrate the new employees, which leads to a lower rate of staff turnover.

“Challenging, not overburdening”

New employees require breathing space and specific work tasks for which they must find their own solutions

In organisations, initial training concepts are often practiced with the assumption that the new employee will only be able to act if things are explained to them clearly enough. “The more heterogeneous the background of the new employees, for example with regard to their mother tongue or educational background, the less likely they will function according to this funnel method,” says Nathalie Kleestorfer, co-author of the Tailor-Made Initial Training concept. “To be able to work, new employees simply have to “get going.” This is best achieved when tasks at work pose questions to learners which they want to find solutions to. In this way own experiences are made and existing competences are ac-

tivated. “But that doesn’t mean that they should be thrown into the “deep end,” says Just Buschmeyer, co-author of the concept. “They need a supportive framework that gives them as much leeway as possible. Challenges are necessary, excessive demands are damaging.” Support by mentors is conducive to learning if it is characterised



by equal eye level, trust, confidence and interest. The task of mentors is to encourage new employees to try things out for themselves. Good mentors do not dictate everything, but create room for own considerations of new employees. “It is worthwhile to invest in an accurate initial training programme, because the initial training can take place quicker and more effectively than usual with the ‘tool box’ and the comic”, emphasises Nathalie Kleestorfer. “This is achieved by tailor-made learning paths, practical learning during the job based on specific tasks, reduction of language barriers through graphic and visual components and formats for reflection on the initial training process”.

Three questions to Elisa Hartmann, project manager of EiKu – culturally sensitive initial training – within the IQ Network Bavaria – MigraNet

“Successful initial training saves time”



Which aspect of the initial training concept can be described as innovative?

On the one hand, the innovative aspects are due to the content and form of presentation, on the other hand to the underlying perspectives on culture and learning. The concept of culturally sensitive initial training is based on the assumption that all new employees come with their own unique culture. This means that initial training is necessary, which is

developed jointly with the new employee(s). This sounds like a lot of work at first, but the investment is worthwhile: the initial training becomes much more effective and saves a lot of time. By building on the existing knowledge and skills of the new employee, it is easier to focus on those aspects that are unclear.

Is the content of the initial training concept easily transferable?

Our tools are independent of the technical content of the initial training. They can be used in the field of care as well as in trade and industry. Each company can choose from the “Tool box: Tailor-Made Initial Training” to find out what suits them. In a very small company the initial training will of course look different than in a large company.

Which lasting effects can the initial training concept bring about?

Successful initial training benefits all parties: the new employee, the co-workers and the company. Shorter initial training periods with simultaneous assurance of quality standards and lower staff turnover benefit the employer. Employees responsible for the initial training receive concrete assistance and a system for the practical implementation of the initial training in everyday working life. However, this system also gives the new colleagues security and orientation and also the opportunity to bring in their own knowledge and skills at an early stage. This encourages motivation, is appreciative and integrative.

Impressum

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Network IQ

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