

Edited by Laura Zanfrini

The Diversity Value

How to Reinvent the European Approach to Immigration



DIVERSE
Diversity Engagement as a
Viable Enrichment Resource
for Society and Economy



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

WWELL
Welfare, Work, Enterprise
Lifelong Learning

Co-funded by
the European Union



**Mc
Graw
Hill
Education**

The Diversity Value

How to Reinvent the European Approach to Immigration



WWELL (Welfare, Work, Enterprise, Lifelong Learning) Research Centre is based at the Department of Sociology of Università Cattolica del Sacro Cuore of Milan (www.unicatt.it).

WWELL brings together faculty from different academic fields (sociology, economy, psychology, organizational studies) and promotes multidisciplinary research on labour, organizations, education and lifelong learning, welfare and international migrations and interethnic relations, with a special focus on contemporary transformations and future trends.

In particular, the centre is devoted to the development of national and international research/action-research projects, consultancy activity and training initiatives on the following issues:

- ✓ Labour market, Employment policies and measures to tackle unemployment
- ✓ Changes of work, work organization, work ethics
- ✓ Enterprise, Corporate social responsibility and Sustainability
- ✓ Human resource management, Industrial relations, Policies for human capital development and evaluation
- ✓ Management and leadership, Business practices, Organizational culture
- ✓ Welfare and social policies, Family policies, Gender policies
- ✓ Society and social differences (gender, age, ethnicity, disability, etc.)
- ✓ Discrimination and policies to combat discrimination
- ✓ Diversity management
- ✓ International migrations, migration policies
- ✓ Interethnic and interreligious relations
- ✓ Initiatives aimed at reconciling work and family, Work & life balance
- ✓ Demographic transition, Active ageing, Age management
- ✓ Disability and initiatives aimed to support disabled people
- ✓ Training policies, Lifelong learning
- ✓ Local development, Social dialogue, Negotiated planning
- ✓ Public administration, Public policies evaluation
- ✓ Job creation, Social innovation, Social housing
- ✓ Citizenship and Active citizenship

WWELL Research Centre
Department of Sociology
Largo A. Gemelli 1 – 20123 Milano, Italy
Tel. (+ 39) 02.7234.2448/2675
Fax. (+ 39) 02.7234.2552
wwell@unicatt.it

Laura Zanfrini

The Diversity Value

How to Reinvent
the European Approach
to Immigration

McGraw-Hill Education

Milano • New York • Bogotá • Lisbon • London
Madrid • Mexico City • Montreal • New Delhi
Santiago • Seoul • Singapore • Sydney • Toronto



Copyright © 2015 McGraw-Hill Education, Maidenhead, UK

Rights of translation, reproduction, electronic storage and total or partial adaptation by any means whatsoever (including microfilms and Photostat copies) are not allowed.

Given the intrinsic features of the Internet, the Publisher is not responsible for any possible change in both the addresses and the contents of the mentioned Internet websites.

Names and brands mentioned in the text are generally registered by the respective producers.

Publisher: Paolo Roncoroni
Acquisition Editor: Daniele Bonanno
Production: Donatella Giuliani
Cover graphic: Feel Italia, Milano
Cover image: Ernestina Gallina ©Pietrevive sassi dipinti.
Print: Prontostampa, Verdellino Zingonia (Bergamo)

McGraw-Hill Education, Maidenhead, UK, 2015
ISBN 978-00-771-7453-8

Table of Contents

Authors Bios	XI
Abbreviations	XIX
Chapter 1: DIVERSE: Diversity Improvement as a Viable Enrichment Resource for Society and Economy, <i>Laura Zanfrini</i>	1
1.1 The Unresolved Paradox of the European Legacy	2
1.2 Beyond the Complementarity Axiom: the Role of Immigration for a Smart and Inclusive Growth	7
1.3 From Guest Workers to Active Citizens: How Migrants Can Contribute to the Common Well-being and the European Society Cohesion	13
1.4 Promoting a New Integration Model: Three Broad Areas of Engagement	18
1.5 The Diversity of “Diversity” in the Contemporary European Landscape	22
1.6 The Approach to Labour Migrants: Old and New Versions of the Guest Worker Model	25
1.7 Some Steps to Reinvent the European Integration Model: the Strategic Potential of the Three Areas of Intervention	29
 Part ONE <i>Comparative Analysis</i>	
Chapter 2: Characteristics of Third Country Nationals and Policy Frameworks, <i>Egidio Riva</i>	37
2.1 Introduction	37
2.2 The Profile of TCNs	38
2.3 National Migration Policy Frameworks	45
2.4 Closing Remarks	51
Chapter 3: Valorizing Migrants’ Human Capital and Prior Learning. International Outlook, Problematic Issues, and Steps Forward <i>Rosangela Lodigiani and Annavittoria Sarli</i>	53
3.1 “Good Reasons” for the Growing Interest in Recognizing Migrant’s SKC	53

3.2	Recognition of Formal Qualifications Acquired in Third Countries	57
3.3	Recognition of SKC Acquired through Non-formal and Informal Learning	64
3.4	SKC Recognition Benefits and Actionable Levers	74
3.5	Closing Remarks	78
Chapter 4:	Building a Multi-stakeholder Device for the Validation of Non/In-formal Learning, <i>Carlo Catania, Annavittoria Sarli and Luigi Serio</i>	79
4.1	The Need For a Shared Multi-stakeholder Approach	79
4.2	Guidelines for the Validation Device: Steps, Activities, Methodology, Tools, Professionals Involved	81
4.3	From Modeling to Field Testing: Identification of Some Key Issues in the Validation Process	88
4.4	Closing Remarks	93
Chapter 5:	Diversity Management and Migrants in EU Organisations. Views of a Challenging and Promising Landscape, <i>Massimiliano Monaci</i>	99
5.1	Existing Studies and Experiences in Cross-cultural DM: An Underdeveloped, Yet Emergent, Field	100
5.2	Organisations Involved and Methodology	104
5.3	The Inclusion of TCN Human Resources: Reasons, Assigned Roles, Perceptions	114
5.4	DM Processes and Practices Addressed to TCNs	119
5.5	Criticalities and Supportive Conditions in Cross-culture DM Practices	131
5.6	Impacts of Cross-culture DM Practices	135
5.7	Closing Remarks	138
Chapter 6:	Building Citizenship through Volunteering. Immigration as a Resource for Social Cohesion, <i>Patrizia Cappelletti and Giovanni Giulio Valtolina</i>	141
6.1	When Immigration Meets Volunteering	141
6.2	The European Landscape	143
6.3	TCNs Participation in Non-ethnic Organisations	146
6.4	TCNs Participation in Ethnic Associations	151
6.5	What Model of Integration?	156
6.6	Pioneering a New Model of Integration through Volunteering. Activation of TCNs as Participants in Voluntary Non-profit Organisations	160
6.7	Closing Remarks	168

Part TWO Synthesis of the National Reports

Chapter 7: <i>Estonia</i> - An Entry Point into the EU Labour Market, <i>Tiit Tammaru, Eneli Kõndisiko, Kristina Kallas, Kristiina Kamenik, Maaja Vadi and Rebekka Vedina</i>	173
Chapter 8: <i>Finland</i> - At the Beginning of the Road to Diversity and Diversity Management, <i>Ville Tuomi and Olli Voutilainen</i>	185
Chapter 9: <i>Germany</i> - Participation, Recognition and DM Practices in Germany, <i>Roman Lietz, Francisco Javier Montiel Alafont and Andreas P. Müller</i>	189
Chapter 10: <i>Hungary</i> - First but Stable Baby Steps? DM Practices with Special Attention to TCNs in Hungary, <i>Zsuzsa László and András Kováts</i>	203
Chapter 11: <i>Italy</i> - At a (Possible) Turning Point Between a Constraining Tradition and Promising Developments in the Field of Diversity, <i>Laura Zanfrini, Massimiliano Monaci, Annavittoria Sarli and Francesca Mungiardì</i>	213
Chapter 12: <i>The Netherlands</i> - A Case-study on the Healthcare Sector in the Arahem-Nijmegen Region, <i>Roos Pijpers, Pascal Beckers, Niels Grootjans, Ton Van Naerssen, Lars Paardekooper and Lothar Smith</i>	227
Chapter 13: <i>Poland</i> - Immigrants in a New Immigrant Country. Institutions, Society, Economy and TCNs in Łódź, <i>Jolanta Jakóbczyk-Gryszkiewicz, Szymon Marcińczak, Martyna Sztymbel and Anita Wolaniuk</i>	239
Chapter 14: <i>Portugal</i> - Matching Migration and Skills in Lisbon Europeanization of Rules and Market Opportunities, <i>M. Margarida Marques, João Pedro George and Marta Ruivo</i>	251
Chapter 15: <i>Spain</i> - Integrating TCNs in Andalusia, <i>Estrella Gualda, Juan Carlos González, Juan Ramón Jiménez, Heliodoro Pérez, Nashira Barrera, Inmaculada Iglesias and Carolina Rebollo</i>	265
Chapter 16: <i>Sweden</i> - Evaluation of, and Feedback from, Sweden's SKC Recognition System, <i>Heather Mackay, Ida-Maja Lindström and Olof Stjernström</i>	277
Conclusions. A Decalogue of Priorities, <i>Laura Zanfrini</i>	289
References	311

*This volume presents a selection of the rich collection of data and suggestions that emerged from the project “DIVERSE – Diversity Improvement as a Viable Enrichment Resource for Society and Economy” – supported by the European Commission through the European Integration Fund (Grant Agreement No. HOME/2012/EIFX/CA/CFP/4248 *30-CE-0586564/00-20).*

The project, implemented from January 2014 to May 2015, was coordinated by the research centre WWELL – Work, Welfare, Enterprise, Lifelong Learning – of the Università Cattolica del Sacro Cuore of Milan, and was carried out in 10 EU countries in cooperation with 13 other partners: Associazione Nazionale Oltre le Frontiere – ANOLF, Varese, Italy; Commission on Filipino Migrant Workers, The Netherlands; Fondazione ISMU, Italy; Karlshochschule International University, Germany; MENEDÉK – Hungarian Association for Migrants, Hungary; Nova Universidade de Lisboa, Faculty of Social and Human Sciences, Portugal; Radboud University, The Netherlands; Società San Vincenzo de Paoli, Federazione Regionale Lombarda, Italy; Umeå University, Sweden; University of Huelva, Spain; University of Łódź, Poland; University of Tartu, Estonia; University of Vaasa, Finland.

The scientific management of the project was entrusted to a Scientific Board composed of Laura Zanfrini (Scientific Director of the project), Massimiliano Monaci, Rosangela Lodigiani, Patrizia Cappelletti, Giovanni Giulio Valtolina and Giampietro Marcassoli, assisted by Annavittoria Sarli (Scientific Director Assistant) and Francesca Mungiardì.

Further documents and reports produced during the project are available at: www.ismu.org/diverse. Both this book and the other texts produced reflect the view only of the Authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

Integrating TCNs in Andalusia

*Estrella Gualda, Juan Carlos González, Juan Ramón Jiménez,
Heliodoro Pérez, Nashira Barrera, Inmaculada Iglesias
and Carolina Rebollo,*
Universidad de Huelva,
Social Studies and Social Intervention Research Centre – ESEIS

Integration of immigrants in receiving societies is an important objective that requires the implementation of different policies as well as tools for their support. International research on factors that affect the quality of immigrant inclusion in societies highlights different elements that have to be considered and in particular social, structural and cultural policies. This chapter, based on the research carried out in Andalusia, examines three scenarios of how the implementation of policies and social and cultural practices impacts on the integration of TCNs in the region. Furthermore, it identifies and proposes some key areas where new policies or tools could be developed in order to promote and encourage their better integration in the region. Moreover, we hope our experience, although based on the case of Andalusia and Spain, could also contribute to the global discussions on the integration of immigrants and how to promote it through public and private policies, strategies and actions in other contexts.

Andalusia is one of the Spanish regions with the greatest number of immigrants, followed by Catalonia and Madrid. The evolution of foreign immigration has been very similar to the overall one in Spain: a very fast increase of immigrant population from the mid-nineties in the XX century and a stabilization and decrease coinciding with the current economic crisis (Observatorio Permanente de la Inmigración, 2014; Instituto Nacional de Estadística, 1996-2013). In 2013 the foreign population registered in Spain was 5,546,238 (542,314 in 1996). Foreigners represent 12.6% of the population (4,943,627 foreigners with residence permits). In 2013 the number of immigrants in Andalusia was 729,725 (8.6% of the population), while in 1996 only

89,641 immigrants were registered in the region (Instituto Nacional de Estadística, 2013).

Territorial differences exist depending on the immigration rates registered in municipalities and provinces. Diversity by country of origin, and ethnic diversity are also important traits of this region. Most foreigners settle in municipalities along the coast of Andalusia, due to the development of agriculture, an important and dynamic tourist sector and the presence of tertiary activities in the region (Gualda, 2012). Segmentation by nationality is also an important feature of the Andalusian labour market (Instituto de Estadística y Cartografía de Andalucía, 2014).

Europe is the main continent of origin of foreigners in Andalusia, especially from the EU, followed by Africa and South America. In Spain there are similarities with Andalusia but there is a greater presence of Americans (mostly South-Americans) and less Africans and Europeans. Today, citizens from some countries are more present in the region, particularly from the United Kingdom, Morocco and Romania. Globally, the number of TCNs in the region has increased from only 39,237 in 1996 to 345,169 in 2013, i.e. an almost ninefold increase compared to 1996 (Instituto Nacional de Estadística, 2014).

With regard to their insertion in the labour market, activity rates are markedly bigger for TCNs, given that most immigrants have come to seek work. Insertion rates are especially high for men (84.43%). Nonetheless, TCNs have the highest unemployment rates reaching almost 40% (Instituto Nacional de Estadística, 2014).

TCNs are in a worse labour situation than Spanish nationals, EU-27 citizens and North-Americans, and are proportionally less integrated in managerial, technical, professional or other skilled positions. The opposite occurs regarding non-skilled workers, 49.8% (non EU-27), in contrast to only 14% of Spanish nationals, or 28.1% of EU-27 (Instituto Nacional de Estadística, 2014). As regards the level of achieved qualifications, there are important differences among foreigners of various nationalities in Andalusia. The highest level of illiteracy is found among Africans and Asians, reaching nearly 10% of their population. However, if we add the number of immigrants who have not even completed primary education, Africans are in a worse position with two-thirds of their population corresponding to this profile (Instituto de Estadística y Cartografía de Andalucía, 2013).

LLL is a key issue for the development of citizenship, social cohesion and employment as it leads to an improvement of SKCs (CEDEFOP, 2008 p. 123). According to the DeSeCo Project (OECD)¹ in 2001, acquired competencies are today key as education is linked to work and employment (Rychen and Salganik, 2006). The term competency is holistic and dynamic and combines skills, knowledge, motivation, values, attitudes and behaviour (Lorente, 2012, p. 105). It is also ascribed to a particular political, social, educative and cultural context. But what happens if particular competencies are observed from other national contexts?

Acquisition of SKC is valuable in itself (Fragoso and Guimarães, 2010), but in the case of immigrants it can have an added value in terms of social inclusion, if these

¹ Definition and Selection of Competencies: Theoretical and Conceptual Foundations.

skills are validated. But the task is not easy as different traditions, norms and educational systems interplay. Moreover, there are demographic and labour market reasons that justify the existence of the recognition process and the need to encourage it, both because there are workers that do not have formal accreditation of their professional skills, and immigrants who in turn would have to participate in recognition processes to enhance their inclusion in the labour market. However, recognition is a very complex task for all the actors intervening in the process, as different legal and administrative frameworks in different countries are confronted at national, regional or local level. Normative gaps for the validation of competences are also addressed (Miranda and Martín, 2009; Roquero and Hernando, 2004; Lorente, 2012). At the same time, the ease or difficulty of getting SKC recognized differ depending on the educational level, the type of competencies, and when and where they were acquired.

As the Spanish Constitution (1978, Art. 149.1.30) establishes, the State has exclusive competence for the accreditation of titles and the recognition of formal qualifications acquired in Third Countries. The Ministry of Education, and its representative bodies in the Autonomous Communities, and in Spanish embassies, is in charge of receiving, assessing and approving applications for the validation of foreign titles (Ministerio de Educación, Cultura and Deporte, 2014). On the other hand, the recognition of SKC of TCNs and their incorporation in the Spanish Vocational Educational Training (VET) systems or in the labour market occur through specific processes for assessing foreign qualifications.

With regard to lower education levels, the legislation provides that if a foreign student under 18 years of age (TCN or not) comes from a foreign educational system and wishes to join to Compulsory Primary Education or Secondary Education (ESO), it is not necessary to perform any formal validation of previous studies, and schools and high schools establish the way prior learning is going to be recognized in order to guarantee the successful inclusion of minors in their centres.

As regards university, unless there is a mutual recognition of titles and qualification agreements that allows direct access to a university, students with titles from sending countries having concluded no agreements with Spain, or whose qualifications do not permit access to university in the country of origin, but are equivalent and comparable to the Spanish title of *Bachiller*, must pass the university qualification exam *Selectividad*.

At higher levels, the validation of university studies undertaken abroad is the responsibility of the universities in which applicants wish to continue their studies. With regard to the outcome of the validation of university degrees, between 56% and 68% of them are approved indicating that it is more difficult for immigrants to obtain such accreditations than to access the university. Another problem is the slowness of the procedure even for European residents in Spain (Ministerio de Educación, Cultura and Deporte, 2014):

... For some faculties it's terrible because they ask for so much documentation, which of course must be translated and verified" (...) "there are lots of obstacles, especially for Africans, really a lot" (...) "(a student) had problems with validation because his own country did not want to lose qualified people, or

they want to earn lot of money through him” (interview with an Employment Counsellor, 2014).

In sum, the procedure for the validation of TCN official degrees requires the completion of formalities, stakeholder engagement, time and economic costs, ranging from the relative simplicity of obtaining a secondary education degree to the difficulty, delays and costs of a university degree.

As regards the validation of professional “competences”, an increasingly important term within the framework of the OECD and the EU (Luengo, Luzón and Torres, 2008; Martin Mulder, Tanja Weigel and Kate Collings, 2008), there exist several difficulties for TCNs. National legislation in Spain regulates the common process for the recognition of competences, in terms of objectives, principles and instruments, through the National System of Qualifications and Vocational Training (SNCFP) and other relevant national and regional legislation. Following a series of pilot experiments, Spanish and Andalusian legislation introduced mechanisms for the official recognition and certification of professional competences. TCNs and other immigrants have access to the procedure at the end of which they are awarded Professional Certificates; these certificates are very useful for entering the labour market. One of the most interesting initiatives for the recognition of immigrants’ SKC is that of the Andalusian Institute of Professional Qualifications (IACP) whose goal is to achieve SKC accreditation by means of a Professional Certificate (by applying RD 1224/2009).

The greatest difficulty that workers from Third Countries face is that the entire accreditation procedure is based on work experience obtained in Spain. This sometimes leads to a vicious circle, difficult to resolve: to provide foreigners with residence or work permits a contract is required, but to hire immigrants a company also requires documented workers:

... The problem is that many of them are undocumented, they are working but illegally, without permits, they have passports and other documents, but their situation is not regularized (interview with a Director and teacher of Spanish Adults Education Centres for Lifelong Learning, 2014).

The process of certification of non/in-formal competences, together with the will to create equivalences between vocational and educational certificates, is consequently opening doors through which people (and TCNs in our case) can access the Education System, the Vocational Training system and the labour market. This means that non-nationals can see their skills and knowledge recognized and certified through a “regularized” procedure, and not through a specific process for non-nationals, as in the case of the validation of foreign educational certificates. Consequently, this new process of recognizing professional SKC presents innovative opportunities for this target subgroup.

Moreover, although the law provides certain opportunities, the recognition of non/in-formal learning in Andalusia is not implemented fully and successfully, despite the fact that some groups could benefit from it. It is hoped that this type of recognition will help to raise the educational level of citizens and increase their con-

nection with processes of LLL. On the other hand, it will allow skilled workers performing functions without SKC recognition to demonstrate their skills through these more accessible procedures. Immigrants who access the system of continuing education for adults, either because they cannot prove their previous training or because they lack training and want to acquire it, will probably prefer a more employment-oriented process, e.g. linked to vocational training. But the Continuing Education for Adults system (EPA) provides only general education (Secondary School, Baccalaureate).

Another completely different case is the recognition of skills by private companies or NGOs. Companies, as well as NGOs we interviewed, can produce their own system for the “approval” or “accreditation” of acquired professional skills. “Talent recruitment” used to be a strategy of international companies. Actually, in global terms, companies and NGOs were more interested in recruiting workers on the basis of their competences rather than of their titles.

The fieldwork allowed us to infer that the recognition of SKC had direct and very positive impacts on the labour market and social integration for TCNs, as well as many other impacts, more difficult to measure, related to immigrants’ self-esteem and self-image. In particular, the following emerged from the interviews: *a)* increased employability; *b)* greater possibility to regularize the legal status of residents in Spain; *c)* possibility to abandon marginal activities; *d)* improvement of economic and social position through working in better-paid and socially recognized jobs; *e)* possibility to receive social benefits (unemployment, pension and social security rights, etc.); *f)* possibility to progress in education; *g)* improved self-image and self-esteem.

...there are women who for the first time in their lives have had their professional experience officially recognized while maybe they have spent their whole lives looking after elderly people... (interview with the Director of the Andalusian Institute of Professional Qualifications, 2014).

Furthermore, immigrants from Third Countries face the following difficulties in terms of SKC recognition: lack of information, bureaucracy and slow procedures or financial cost. Finally, we observed that the available agencies, procedures and tools for the recognition of TCNs’ SKC differ depending on the educational level to be recognized (university, secondary, primary), or on whether it is a case of approving a title, recognizing, validating, etc. courses and other learning experiences. The recognition of formal education titles follows a different procedure, depending on whether they regard non-university or university education. There is no protocol or specific rules for immigrants from Third Countries.

We can now focus on the information obtained from studying organisations that had implemented some kind of DM practices in the Andalusian Region. By diversity we mean all characteristics that are a source of social differentiation (culture, language, country of origin etc.) (Giovannini, 2004). The impact of diversity on productivity varies significantly depending on how well such diversity is managed. This means that in DM the main role is given to the decisions and actions of organisations in a way which not only benefits the organisations themselves but also traditionally

underprivileged groups (Giovannini, 2004; Crawford, 2002; Chinchilla and Cruz, 2011; Torre and Borrajo, 2012; Kamp and Hagedorn-Rasmusen, 2004; Prieto and Marcos, 2010), in line with actions by the European Commission to promote diversity (Eurofund, 2013a; European Commission, 2014).

In our study we found that DM emerged more or less frequently depending on factors such as the size of the company or its degree of internationalization or the economic sector. Also important were the qualifications of workers, and whether the company had several branches that could give promotion opportunities to non-Europeans in the same company but in a different branch. Companies with a large staff, with an international or European dimension, with several offices around the world and a common working language (English) were inclined to give more importance to DM in different areas and processes of the organisation. At the same time, an important trajectory towards the defence of Human Rights in some NGOs merged well with DM experiences.

After examining different cases throughout this study, we can say that DM can be easily implemented within an organisation, irrespective of its type (private or public; large or small; national or international). The main requirement is to have the will to do it and to give priority to DM in internal organisation. The process is easier when the tools for achieving this goal are already in place (open and competitive selection processes, Welcome days, etc.). DM is encouraged when rules are clear and coherent, and if concrete measures, strategies and practices to achieve it are established and applied by the organisation. Thus, workers can perceive the importance and advantages of this orientation, as a sort of internal socialization of employees.

The analysis of our cases points to the advantages provided by such factors as gains in productivity as well as commitment to and identification with the organisation. Nevertheless, some contradictions are also found when observing particular experiences. For instance, some organisations may encourage diversity linked to the country of origin and promote integration but, at the same time, fail to respect equal opportunities as regards gender. This leads to the creation of low-skilled labour niches, for example in the agricultural sector or the hotel industry where some positions are traditionally offered to women, in the context of local markets segmented by gender. In some cases it was also observed that workers from certain countries are offered contracts more easily due to international agreements and special requirements for Circular Migration (Gualda, 2012).

Proper management of cultural diversity must overcome stereotypes, racism or discriminatory practices, respect and fulfill human rights, and promote equal treatment and equal opportunities. To do this, it is first of all necessary to be aware of the existing internal sources of diversity in organisations and to respect them. Secondly, to recognize the added value DM entails and, finally, to design a strategic plan for DM, which allows a full and proper integration of immigrants at the workplace. The development of this type of specific and systematic programs for DM inside the organisation is still pending in most organisations in Andalusia.

We studied different organisations operating in Andalusia, both in the private and the public sector. During the fieldwork, we had some difficulty in selecting organisations in Andalusia that would be good case studies and representative of good DM

practices for their TCN staff. This difficulty reflects one of the main results of our research: DM is at a very early stage in the Andalusian Region and in Spain, despite their long history of attending and providing services to immigrants.

Very few organisations in the region develop systematic DM practices with TCNs as target groups. We did not find public administrations or institutions in the region which have implemented explicit DM practices. We did not find many small and medium-sized businesses applying DM principles. We found DM especially in big organisations, with offices in different countries or offices at national level and/or selling products and offering services at international level.

DM exists in different areas of organisations such as human resource policies (or in the framework of CSR), communication practices, workers integration processes, work environment or training. This happens in other organisations in Spain (Torres and Borrajo, 2012; Prieto and Marcos, 2010; Fernández and Camelo, 2013). Moreover, some firms manage diversity at different stages/phases, e.g., from the entry of workers in the company until their integration, while others only apply these techniques at particular moments. Global principles and values adopted by organisations such as, for instance, equality in terms of opportunities, and equal treatment while dealing with diversity, are defended, promoted and developed in different ways in the studied cases. Practices such as competitive selection processes, Welcome Days, intercultural parties, promotion through productivity, language courses, retreats, training courses etc. were common in order to manage diversity.

In any case, as we have reported (Gualda *et al.*, 2014), there is clear evidence that several organisations in Andalusia apply DM and obtain benefits from it. Andalusian organisations use different approaches with regard to DM. One of them is to promote DM without having specific policies for doing so, i.e. by applying broad principles regarding equal treatment, respect and no discrimination, which address in part the problem of diversity. This happens in different types of organisations, including those in the public sector. Other organisations outline specific DM philosophies, policies and practices.

Some organisations focus only on cultural differences connected to the diversity of the national origin of their staff, while others focus on diversity in a broader sense (so called “superdiversity”), taking into account not only the ethnicity or the country of origin. In addition, important differences emerged regarding certain approaches: *a)* an approach based on “talent” which is very lucrative for the organisation and *b)* an approach based on “diverse people” who have to be treated without discrimination for ethical reasons and who benefit the entire community as a consequence of learning to live together in harmony.

Talent has no Age Restrictions. Talent has no Borders. There are Extraordinary People in the whole World... We offer a chance to play in the First League (interview with an Abengoa Company Manager, 2014).

In our experience, big organisations or organisations oriented towards international markets or operating on an international level develop some DM practices, sometimes linked to laws on equal opportunity and CSR issues, and other times as a result of a real need or interest of the employer. Other times DM is somehow a logical result

of working with clients who put forward quality requirements related to personnel resources management. Sometimes it is difficult to understand if DM emerges as a result of legal requirements or due to a real need; however, once it is in place and employers perceive its benefits, the reaction is very positive. When observing how DM develops in local branches of bigger organisations, it is evident that it can be implemented in organisations of any size. In any case, organisations are not particularly lenient, since a common aspect that emerged is that benefits appear when workers are productive (good researchers, good salespeople, etc.). If workers were not productive they were not promoted, if workers did not do their job competently, their contracts were not renewed.

Focusing now on the third main topic, participation of immigrants in receiving societies is a key issue, as commonly addressed in European Policies or principles, such as the *Common Basic Principles for Immigrant Integration Policy in the European Union* (The Council of the European Union and the Representatives of the Governments of the Member States, 2004) or through the European Handbooks for Immigrants integration in Society (Niessen and Huddleston, 2010). Andalusian policies have also been addressing the issue of participation through *Integral Programmes for Immigration* where “participation” has been a stable “Governing Principle” in the First, Second and now Third *Integral Programme for Immigration*, together with other principles such as “Interculturality”, “Equality”, “Integrality”, “Normalization”, etc. (Consejería de Gobernación, 2002 and 2007; Consejería de Justicia e Interior, 2014).

Though this part of the research focused on describing the characteristics of different types of NGOs and volunteer organisations in Andalusia, and especially on how TCNs participate in the third sector as another way of achieving integration in the host society, most of the experts and associations we contacted, as well as legislation and programmes for integration, underline that there are no specific rules and orientations for TCNs; existing rules apply to foreigners in general and aim to promote the participation of immigrants in society also through training and participation in NGOs.

Traditionally in Andalusia, after the entry of immigrants in Spain around the mid-eighties, we initially found two types of NGOs caring and attending immigrants. First of all those providing a general service, i.e. organisations that provide care to all types of people (immigrants and natives) with different needs. This is the case, for instance, of the very well-known, Cruz Roja, Caritas or Human Rights Association. It is also the case of other NGOs that emerged in local or regional contexts, mainly composed of Spanish people, but with the aim of helping and providing services to immigrants. These were “pro-immigrant” NGOs. In later years, alongside the general service and pro-immigrant NGOs, a new type of organisation emerged, created by and composed of immigrants (‘ethnic associations’), as the majority of components were non-nationals. Today, with the settlement of immigrants in the Andalusian region, all three types co-exist and what we normally find is that some borders between NGOs are blurred as very well established immigrants begin to occupy also positions of leadership in some non-ethnic organisations. Today the landscape in Andalusia of NGOs

that give care to immigrants or are constituted by them is very heterogeneous. Therefore, it is important to address the difficulties existing in Spain, to differentiate clearly between ethnic or non-ethnic associations², because of the incorporation of immigrants in all types of NGOs and finally because immigrants are assuming leadership positions also in non-ethnic organisations. Although this distinction does not really correspond to the Spanish context and to the situation of Andalusia, it makes the comparison among countries in the DIVERSE Project easier, since volunteer organisations have been divided into “non-ethnic” and “ethnic”. We refer to “non-ethnic” NGOs when they are of a general nature (such as Cruz Roja, Fundación CEPAIM) or pro-immigrant (as Andalucía ACOGE). As a result of the crisis and of the more stable presence of immigrants living in the region, some NGOs that previously only dealt with immigrants have now undertaken projects which also take the host society into consideration (for instance, projects in neighborhoods). Therefore, the boundaries between ethnic and non-ethnic NGOs in Andalusia are sometimes blurred.

One of the key aspects that differentiates “ethnic” and “non-ethnic” NGOs is how participation is managed and whether it is possible. In “non-ethnic” entities, participation, channels of participation and the relative procedures, are normally addressed more easily and effectively because there are more native Spaniards involved (as leaders or as members, partners or volunteers) and this enables them to better understand the mechanisms linked to the creation and functioning of NGOs, as well as the mechanisms for legal participation.

Sometimes it is not easy to find volunteers. A volunteer candidate does not necessarily fit in all types of NGOs, and this is one of the first things that organisations try to ensure through the selection process. In this way, they usually follow legal protocols for recruiting volunteers and try to match the functions to be performed with the personal preferences of each volunteer. The legislative framework is also considered (Consejería de Gobernación y Justicia, 2010; Ministerio de Sanidad, Política Social e Igualdad, 2011). In addition, instruments such as a “volunteer contract” and basic and continuing training for volunteers function also as a place for meeting and exchanging ideas between people of different associations.

Overall, TCNs participation in NGOs enhances understanding between nationalities, facilitates actions in favour of other immigrants from the same cultural backgrounds and helps to understand their lives, experiences and reasons for migration. At the same time, TCNs bring a different viewpoint to some aspects that go unnoticed by the locals. They are often more sensitive to problems because they have a firsthand knowledge of them.

The legislative framework for TCNs who are volunteers in Andalusian NGOs, is the same as for native or other foreigners. On the other hand, the current legal context, and especially the Integral Programs of Immigration that have been developed in Andalusia (Consejería de Gobernación, 2002 and 2007; Consejería de Justicia e Interior, 2014), reflect a political scenario committed to interculturalism and DM. What is more, these plans aim at developing actions to promote policies for the active partici-

² Distinction adopted in the DIVERSE project for the fieldwork.

pation and full citizenship of immigrants in general, including those of Third Countries, and differentiate between EU and non-EU citizens in terms of political participation (voting), taking account of the limited possibilities available to TCNs.

According to the law, a volunteer is someone who works for an entity without pay (interview with the General-Secretary, Andalusia Acoge, 2014).

In most cases, ethnic associations have been founded by the immigrants themselves. Associations of TCNs are mainly based on common interests, be they religious, cultural or pertaining to legal rights, and respond to certain identified needs of the immigrants such as the search for employment, language difficulties, bureaucracy (documentation), etc. Associations formed by TCNs, mainly try to promote social integration and to meet migrants' specific needs. Because of these characteristics, such NGOs tend to be less stable in the region compared to large non-ethnic institutions. Among the most prominent services offered by TCN associations are networking and coordination with other organisations (hospitals, associations, municipalities, platforms of immigrants, immigration forums etc.). They are also involved in workshops, coexistence projects and cooperation activities, and they sometimes participate in the provincial immigration Forums of the Regional Government.

Integration into societies that receive immigrants can be especially influenced by the way immigrants maintain connections with their countries of origin. While difficulties in maintaining daily contacts with home encouraged immigrants to integrate into destination communities, researchers have found that it is now possible for immigrants to simultaneously live in both origin and destination countries. Although some elements seem to be very decisive in some contexts (poverty, hunger, conflicts etc.), the existence and perseverance of the immigration phenomenon is due to many factors such as the existence of personal and social networks that put new immigrants in touch with ethnic communities already established in destination countries; these networks can play a dual role both as groups that attract immigrants and as support networks for new immigrants and other residents (as suggested by works such as Massey, 1999; Espinosa and Massey, 1987; Portes and Rumbaut, 2006). In this way, these communities can be important for immigrants' integration into destination countries, while also promoting the implementation of transnational projects in countries of origin. Such projects exist in the Andalusian region, but they are few in number and depend heavily on public funding.

To conclude, and from an economic point of view, we observe that the economic crisis has had an impact on NGOs in the last years as a result of reduced funding. Ethnic NGOs were especially fragile, due to their small size and the lack of fundraisers. Furthermore, workers mobility for labour reasons (emigration) could lead to closing some ethnic NGOs or stopping mobility as it is a vicious circle that increases fragility. Institutional participation in Integration Forums to promote measures for the integration of immigrants at local and regional level is also affected, weakening the contribution of ethnic associations to the improvement of the immigrants' situation.

Well, before the crisis we had up to 12 volunteers working with us, and the last time this year we had 5, and right now all of our programs have finished and we are

waiting for the arrival of subsidies. We have done everything to raise money, but it doesn't work... we can no longer continue to..., so until we get subsidies we cannot continue hiring (interview with the President, Asociación Mujeres entre Mundos, women, Sevilla, 2014).

At the same time, some NGOs, with the help of immigrants and society, intensify their practices and ties of solidarity in order to survive in times of crisis.

In the case of settlements, there has been a very interesting movement of internal solidarity. This solidarity that emerges in situations of extreme poverty means sharing food, the strategy of the pot, the appearance of spontaneous street markets, etc. Spontaneous solidarity mechanisms that can ease extreme poverty appear while people from different nationalities are collaborating in the settlements and in some neighborhoods (interview with a Professor at the University of Almería, 2014).

Let us now present some concluding remarks. The integration of TCNs is possible through the development of targeted strategies and tools. This chapter has shown how integration into the hosting societies can be facilitated by means of validating previously acquired learning, by promoting DM practices and by encouraging migrants participation in NGOs.

Although we are already on the route to integration, due to the economic crisis some mechanisms that were already in place in the Andalusian region have been stopped as a result of the lack of funds. On the other hand, coherent and continuous work in different spheres is necessary in order to achieve real integration. In the coming years, some steps in the three areas considered in the DIVERSE project are recommended.

As regards the validation of SKC, the complexity of bureaucratic-administrative procedures should give way to very simple structures for providing information and advice to people interested in the recognition of competences; we suggest establishing "one-stop" offices or personalized monitoring of each of the records. For the accreditation of professional experience, it would be desirable to find ways that would allow us to demonstrate foreigners' entire working experience and not only that acquired in Spain. Another challenge is to break the vicious circle between obtaining a stay or work permit and receiving a contract of employment.

In the case of immigrants who access the system of Continuing Education for Adults, as they cannot prove their previous training or because they lack training and desire to obtain it, a plausible solution would be to develop a vocational training system adapted to their work schedules and oriented towards their area of work, or even to enlarge the responsibilities of the Continuing Education for Adults in this direction.

Despite the existence of various problems, we discovered some interesting efforts, aimed at facilitating the inclusion of immigrants in the educational system and the labour market, which have been carried out in the few last years by public administrations at a regional and national level and which give hope for the future. Nevertheless, some of the difficulties and actionable levers found in the report also imply great challenges to come.

In addition, we propose to make the recognition of SKC of TCNs easier as this would not only result in the social enhancement of TCNs, but would also increase the

hosting capacity of the Andalusian and Spanish society as a whole. However, these goals cannot be achieved alone: coordinated actions and information inside the country, but also within Europe, are necessary in order to promote better ways for recognizing SKC in Europe.

In the area of DM, we suggest disseminating information to public and private organisations as to what DM is, how to manage an organisation following DM principles, and what benefits can be obtained from it, given that most organisations in the region are unaware of this practice. It is also important to develop specific DM practices in public organisations (administrations), and promote it in private ones, with the help of relevant regulations and training, following the pattern that led to the recent introduction of Equality Plans in Spain. It is also important to give specific orientations and support to small and medium size companies so that they can introduce DM practices and develop counseling activities, tools and strategies for implementing DM plans in different types of organisations.

With regard to the participation in NGOs, we consider it is important to promote participation also in other social areas different from the ones where immigrants typically tend to congregate (ethnic NGOs). For instance, there are a lot of immigrants enrolled in schools and high schools, but the presence of their parents in “Parents Associations” is anecdotal. It is important to discuss how to guarantee the participation of immigrants also in these other spheres of society.

In order to reduce the vulnerability of ethnic NGOs, it is important to train immigrants so that they can acquire leadership and other skills useful for managing NGOs, such as learning how to raise funds or to justify expenditures, etc. These tools would ensure the continuing existence and participation in ethnic NGOs and provide autonomy and empowerment which are key elements for their survival in times of crisis.

Finally, it is useful, according to us, to promote the political and social participation of TCNs who are excluded due to legal reasons (because they are undocumented). On the other hand, it is important to promote collaboration among NGOs in order to further TCN participation in society and enable them to share and take advantage of local resources. The valorization and use of transnational activities as a way of promoting co-development and helping Third Countries is significant. However, it should go hand in hand with respect for the immigrants desire to help their families or home countries while integration in the destination society is taking place.

References

- ACIME, SEF, IGT, *Relatório sobre a Evolução do Fenómeno Migratório*, Lisbon 2002.
- Adviescommissie voor Vreemdelingenzaken (ACVZ), *Verloren tijd, advies over dagbesteding in de opvang voor vreemdelingen*, ACVZ, The Hague 2013.
- Alba R., Nee V., “Rethinking Assimilation Theory for a New Era of Immigration”, in *International Migration Review*, XXXI (1997), 4, pp. 826-874.
- Aleinikoff T.A., Klusmeyer D., *Citizenship Policies for an Age of Migration*, Carnegie Endowment for International Peace, Washington 2002.
- Andersson P. and Osman A., “Recognition of Prior Learning as a Practice for Differential Inclusion and Exclusion of Immigrants of Immigrants of Sweden”, *Adult Education Quarterly*. Vol. 59, No.1, 2008, pp 42-60.
- Anheier H. K., Salomon, L.M., “Volunteering in Cross-National Perspective: Initial Comparisons”. *Civil Society Working Paper Series*, n.10 Centre for Civil Society, London School of Economics and Political Science, London 1999.
- ASTRID, Statistical database hosted by Department of Geography and Economic History, Umeå University, 2010.
- Atkinson A., *Poverty and Social Security*, Harvester, Brighton 1989.
- Autieri G., Di Francesco G, *La certificazione delle competenze: innovazione e sostenibilità*, FrancoAngeli, Milano 2000.
- Baganha M., Ferrão J., Malheiros J., *Os Movimentos Migratórios Externos e a sua Incidência no Mercado de Trabalho em Portugal*, Instituto de emprego e Formação Profissional UUC/IEFP, Lisbon 1998.
- Baggio F., (ed.) *Brick by Brick: Building Cooperation between the Philippines and Overseas Filipinos in Italy and Spain*, Scalabrini Migration Center, Quezon City, Philippines 2010.
- Barroso S., “et al.”, *Avaliação estratégica do quadro de referência estratégico nacional 2007-2013*, Augusto Mateus e Associados, Lisbon 2013.
- Bauböck R., *Transnational Citizenship: Membership and Rights in International Migration*, Edward Elgar Publishing Ltd, Brookfield, Vt 1994.
- Beaufragte der Bundesregierung für Migration, Flüchtlinge und Integration (ed.), *Nationaler Integrationsplan – Neue Wege, neue Chancen*, Baden-Baden 2007.
- Bednarz F., Salini D., *Training Recognition and Validation of Prior Learning (RVPL) Professionals*, in Education-line 2010.
- Bekkers R., Schuyt T., Couwenberg B., *Geven in Nederland 2013*, Reed Business NV, The Hague 2013.
- Berkhout E., Prins J., Van der Werff S., *Studie & Werk* 2012, SEO economisch onderzoek, Amsterdam 2012.

- BiBB, *EU-Anerkennungsrichtlinien*, noyear, [online: http://www.anererkennung-in-deutschland.de/html/de/eu_anerknennungsrichtline.php (10.07.2014)].
- Bigalke S., *Überqualifizierte Zuwanderer: Holz hacken mit Diplom*, Spiegel Online, 14.10.2007, [online <http://www.spiegel.de/wirtschaft/ueberqualifizierte-zuwanderer-holz-hacken-mit-diplom-a-508780.html> (05.08.2014)].
- Bishoen R.V.A., Welbergen I.M., “Herzienting richtlijn erkenning beroepkwalificaties”, *Nederlands Tijdschrift voor Europees Recht*, n. 1, 2014.
- BMAS, *Fortschrittsbericht 2013, Zum Fachkräftekonzept der Bundesregierung*, 2013, [online: http://www.bmas.de/SharedDocs/Downloads/DE/PDF-Publikationen/fortschrittsbericht-fachkraefte-fuer-2013.pdf?__blob=publicationFile (19.06.2014)].
- BMBF, *Bericht zum Anerkennungsgesetz*, 2014 [online: http://www.bmbf.de/pub/bericht_anerknennungsgesetz_2014.pdf (19.06.2014)].
- BMBF, *Die Pilotinitiative DECVET – Kompetenzen anrechnen, Durchlässigkeit verbessern*, 2010 [online: <http://www.bmbf.de/pub/decvet.pdf> (19.06.2014)].
- BMBF, *Durchlässigkeit und Transparenz fördern – DECVET: Ein Reformansatz in der beruflichen Bildung*, 2012 [online: http://www.bmbf.de/pub/DECVET_Durchlaessigkeit_und_Transparenz_foerdern.pdf (19.06.2014)].
- Boeri T., “et.al.”, *Brain Drain and Brain Gain. The Global Competition to Attract High-Skilled Migrants*, Oxford University Press, Oxford 2012.
- Bommes M., “Welfare systems and migrant minorities: the cultural dimension of social policies and its discriminatory potential”, in *Reconciling migrants’ well-being with the public interest. Welfare state, firms and citizenship in transition*, Council of Europe Publishing, Strasbourg 2008, pp. 129-158.
- Bond M.A., *Workplace chemistry: Promoting diversity through organizational change*, University Press of New England, Lebanon 2008.
- Bosswick W., “Germany”, in *Recognition of Qualifications and Competences of migrants in* Schuster A., Desiderio M.V., Urso G. (eds), International Organization for Migration, Brussels 2013, pp. 67-86.
- Boudon R., *Raison, bonne raisons*, PUF, Paris 2003.
- Bretschneider M., *Kompetenzentwicklung aus der Perspektive der Weiterbildung*, 2006, <http://www.die-bonn.de/doks/bretschneider0601.pdf>.
- Bretschneider M., Preißer, Rüdiger, *Weiterbildungspässe als Instrumente zur Erkennung und Anerkennung informell erworbener Lernleistungen in Deutschland*, 2003 [online: http://www.die-bonn.de/esprid/dokumente/doc-2003/bretschneider03_01.pdf (10.06.2014)].
- Brubaker R., “The return of assimilation? Changing perspectives on immigration and its sequels in France, Germany, and the United States”, *Ethnic and Racial Studies*, XXIV (2001), n. 4, pp. 531-548.
- Brunarska Z., Grotte M., Lesińska M., “Migracje obywateli Ukrainy do Polski w kontekście rozwoju społeczno-gospodarczego: stan obecny, polityka, transfery pieniężne”, *CMR*
- Cabral S., Duarte C., “O diferencial de salários dos imigrantes no mercado de trabalho português”, *Boletim Económico*. Banco de Portugal, January 2013, pp. 85-103.
- Castel R., *Les métamorphoses de la question social. Une chronique du salariat*, Fayard, Paris 1995.

- Catania C., “Gli strumenti per la validazione e certificazione delle competenze”, in Reggio P.G., Righetti E. (ed.), *L’esperienza valida. Teorie e pratiche per riconoscere e valutare le competenze*. Carocci, Roma 2013.
- CEDEFOP, *Validation of non-formal and informal learning in Europe*, Luxembourg 2007.
- CEDEFOP, *Terminology of European education and training policy, A selection of 100 key terms*, Office for Official Publications of the European Communities, Luxembourg 2008.
- CEDEFOP, *European Guidelines for Validating Formal and Informal Learning*. Office for Official Publications of the European Communities, Luxembourg 2009.
- Chinchilla M.N., Cruz H.D., “Diversidad y paradigmas de empresa: un nuevo enfoque”, *Revista Empresa y Humanismo*, 14 (2011), 1, pp. 47-79.
- Cocozza A., *Il diversity management: La gestione delle differenze nelle relazioni di lavoro*, FrancoAngeli, Milan 2010.
- Collardin D., Biornavold J., *The learning continuity: European inventory on validating non-formal and informal learning. National policies and practices in validating non-formal and informal learning*, CEDEFOP, Luxembourg 2005.
- Collier P., *Immigration and Multiculturalism in the 21st Century*, Penguin Books, London 2013.
- Consejería de Gobernación y Justicia, *III Plan Andaluz del Voluntariado 2010/2014. Dirección General de Voluntariado y Participación*. Junta de Andalucía, Sevilla, 2010. Accessed: 18/06/2014. Available in: <http://www.juntadeandalucia.es/export/drupaljda/III%20Plan%20Andaluz%20del%20Voluntariado%202010-2014.pdf>.- Accessed: 8 Sept 2014.
- Consejería de Gobernación, *I Plan Integral para la Inmigración en Andalucía, 2001-2004*, Sevilla, Junta de Andalucía, Dirección General de Coordinación de Políticas Migratorias, 2002. Accessed: 8-12-2010. Available in: http://www.juntadeandalucia.es/empleo/www/adjuntos/Publicaciones/1_1843_I_plan_inmigracion.pdf.
- Consejería de Gobernación, *II Plan Integral para la Inmigración en Andalucía, 2006-2009*, Sevilla, Dirección General de Coordinación de Políticas Migratorias, 2007. Accessed: 8-12-2010. Available in: http://www.juntadeandalucia.es/empleo/www/pmigratorias/2plan_inmigracion_andalucia.php?nav=1&valnav=28&idreg=252.
- Consejería de Justicia e Interior, Decreto 124/2014, de 2 de septiembre, por el que se aprueba el III Plan Integral para la Inmigración en Andalucía Horizonte 2016, *Boletín Oficial de la Junta de Andalucía*, n. 172, de 4/09/2014, 2014.
- Cox T. Jr., Beale R.L., *Developing competency to manage diversity: Readings, cases & activities*, Berrett-Koehler, San Francisco 1997.
- Cox T. Jr., *Cultural diversity in organizations: Theory, research and practice*, Berrett-Koehler, San Francisco 1993.
- Crawford R. B., “Gender, Race and Ethnic Relations at Work: An Empirical Analysis”, Paper presented at the *XVth International Sociological Association World Congress of Sociology*, Brisbane, Australia, July 7-13, 2002.
- Cuomo S., Mapelli A., *Diversity management: Gestire e valorizzare le differenze individuali nell’organizzazione che cambia*, Guerini e Associati, Milan 2007.

- De La Rica S., Glotz A., Ortega F., "Immigration in Europe: Trend, Policies and Empirical Evidence", in Chiswick B.R., Miller P.W., *Oxford Economic of International Migration: Volume 1B*. Elsevier, Amsterdam 2015, pp. 1303-1362.
- Dias P., Bento A. R., *Attracting Highly Qualified and Qualified Third-Country Nationals*, SEF. EMN Focused Study 2013.
- Diedrich A., Styhre A., "Constructing the employable immigrant: The uses of validation practices in Sweden". *Ephemera, Theory and Politics in Organisation*, Vol. 13 (4), 2013, pp. 759-783.
- DiMaggio P.J., Powell W.W., "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields", *American Sociological Review*, 48, (1983), pp. 147-160.
- Dingu-Kyrklund E., "Sweden", in *Recognition of Qualifications and Competences of Migrants*, in Schuster A., Desiderio M.V., Urso G. (eds), International Organization for Migration, Brussels 2013, pp. 143-168.
- Duszczak M., *Polska polityka imigracyjna a rynek pracy*, Warszawa 2012.
- EMN (European Migration Network) *Attracting Highly Qualified and Qualified Third-Country Nationals. Synthesis Report*. <http://ec.europa.eu/dgs/home-affairs/what-we-do/networks/europeanmigrationnetwork/indexen.htm>.
- Englmann B., Müller, Martina, Brain Waste, Die Anerkennung von ausländischen Qualifikationen in Deutschland, Tür an Tür Integrationsprojekte (ed.), Augsburg 2007
- Espinosa K., Massey D., Espinosa K., "What's Driving Mexico-U.S. Migration? A Theoretical, Empirical and Policy Analysis", *American Journal of Sociology*, n.102, 1987, pp. 939-999.
- Eurofound, *Diversity, Overview*, 2013. Accessed: 21/07/2014. Available in: <http://www.eurofound.europa.eu/areas/diversity/index.htm>.
- Eurofound, *Labor migration in the EU: Recent trend and policies*. Publications Office of the European Union, Luxembourg 2014.
- European Commission, *Europe 2020, European strategy for smart, sustainable and inclusive growth, 2014a* Available in: http://ec.europa.eu/europe2020/index_en.htm.
- European Commission, *Overview of diversity management implementation and impact amongst Diversity Charters signatories in the European Union*, DG for Justice, Brussels 2014b.
- European Commission, *The costs and benefits of diversity: A study on methods and indicators to measure the cost-effectiveness of diversity policies in enterprises*, DG for Employment, Social Affairs & Inclusion, Brussels 2003.
- European Parliament and Council, *Directive 2013/55/EC of the European Parliament and of the Council of 20 November 2013 amending Directive 2005/36/EC on the recognition of professional qualifications and Regulation (EU), No 1024/2012 on administrative cooperation through the Internal Market Information System (the IMI Regulation)*, Council of the European Commission, Brussels 2013.
- Eurostat, *Migrants in the EU. One in three foreign-born persons aged 25 to 54 overqualified for their job - Compared with one person in five among the native-born*, News Release, December 8, 2011.
- Eurostat, *Population structure indicators. Old age dependency ratio*, find on: <http://ec.europa.eu/eurostat>, latest accessed on 19/12/2014.

- Fernández M.L., Camelo C., “La gestión de los equipos de dirección de las Joint Ventures desde un enfoque de recursos humanos”, *Universia Business Review*, n. 41, 2013, 40-59.
- Ferrera M., *The Boundaries of Welfare. European Integration and the New Spatial Politics of Social Protection*, Oxford University Press, Oxford-New York 2005.
- Fihel A., “Recent Trends in International Migration in Poland”, *The 2011 SOPEMI Report*, CMR Working Papers, Warszawa 2011.
- Földházi E., *Hungarian population projections, Research Highlights*. Hungarian Demographic Research Institute, Budapest 2013.
- Fragoso A., Guimarães P., “Is there still a place for social emancipation in public policies”, *European Journal for Research on the Education and Learning of Adults*, vol. 1 (2010), n. 1-2, pp. 17-31.
- Frouws B. and Buiskool B.J., *Migrants to Work. Innovative approaches towards successful integration of third country migrants into the labour market. Final Report*, Research voor Beleid, Zoetermeer 2010.
- Gárdos É., Gödri I., *Analysis of existing migratory data production systems and major data sources in Hungary*. Country report developed within the project “SEEMIG Managing Migration and Its Effects – Transnational Actions Towards Evidence Based Strategies”. 2013.
- Garssen J., *Demografie van de vergrijzing*, CBS, The Hague/Heerlen 2011.
- GEP-MSSS, *Boletim Estatístico*, 2012.
- GEP-MSSS, *Quadros de Pessoal*, 2010.
- Giovannini M., “What gets measured gets done: Achieving results through diversity and inclusion”, *Journal for Quality and Participation*, n. 27, 2004, pp. 21-27.
- Godinho V. M., “L’Emigration Portugaise (XV-XXe siècles): Une constante structurale et les réponses au changement du monde”, *Revista de História Económica e Social*, n. 1, 1978, pp. 5-32.
- Gödri I., Soltész B., Bodacz-Nagy B., *Dynamic Historical Analysis of Longer Term Migratory, Labour Market and Human Capital Processes in Hungary*. Hungarian Demographic Research Institute, Budapest 2013.
- Gödri I., Soltész B., Bodacz-Nagy B., *Immigration or Emigration Country? Migration trends and their socio-economic background in Hungary: A longer-term historical perspective*. Working Papers on Population Family and Welfare, No. 19. Hungarian Demographic Research Institute, Budapest 2014.
- Golinowska S., *Popyt na pracę cudzoziemców. Polska i sąsiedzi*, Wydawnictwo Instytutu Pracy i Spraw Socjalnych, Warszawa 2004.
- Governo Constitucional, Portugal, *Programa do XIX Governo Constitucional*, http://www.portugal.gov.pt/media/130538/programa_gc19.pdf.
- Górny A., I. Grabowska-Lusińska, M. Lesinska, M. Okólski. *ransformacja nieoczywista. Polska jako kraj imigracji*. Wydawnictwa Uniwersytetu Warszawskiego. Warszawa 2010.
- Grzymała-Kazłowska A., *Wpływ migracji zagranicznych w Warszawie na sytuację na stołecznym rynku pracy*, Instytut Studiów Społecznych Uniwersytetu Warszawskiego, Warszawa 2002.
- Gualda E., “Migración circular en tiempos de crisis. Mujeres de Europa del Este y africanas en la agricultura de Huelva”, *Papers*, vol. 97, n. 3, 2012, pp. 613-640.

- Gualda E., "et al", *Diverse Project. Spain & Andalucía: Country National Report*, Universidad de Huelva, September 2014.
- Hammar T., (ed.) *European Immigration Policy: A Comparative Study*, Cambridge UP, Cambridge 1985.
- Heckmann F., *Education and Migration. Strategies for integration migrant children in European school and societies*, D.G. Education and Culture, Brussels 2008.
- Huddleston T., Niessen J., Chaoimh E. N., White E., *Migrant Integration Policy Index III, British Council and Migration Policy Group*, Brussels 2011.
- Huddleston T., Dag Tjaden J., *Immigrant Citizens Survey*, King Badouin Foundation, Migration Policy Group, Brussels 2012.
- Hunn K., *Arbeitsplatz Deutschland, Heimat Türkei?* Policy Paper by order of Bertelsmann Stiftung (ed.) Gütersloh 2011.
- Huth S., Immigration and volunteering – a European panorama in 7 countries: Germany, European Volunteer Centre (ed.), INVOLVE - *Involvement of third country nationals in volunteering as a means of better integration – Final project report, 2006a* [online: <http://www.ivr.org.uk/images/stories/Institute-of-Volunteering-Research/Migrated-Resources/Documents/I/INVOLVEreportEN.pdf> (18.08.2014)].
- Huth S., INVOLVE – *Beteiligung von Drittstaatenangehörigen anfreiwilligem Engagement als Mittel zur Integrationsförderung-Projektabschlussbericht für Deutschland*. INBAS-Sozialforschung, Frankfurt am Main 2006b.
- IFD-Allensbach, *Zuwanderer in Deutschland – Ergebnisse einer repräsentativen Befragung von Menschen mit Migrationshintergrund*. On behalf of Bertelsmann-Stiftung (ed.), Gütersloh 2009 [online: http://www.ifd-allensbach.de/uploads/tx_studies/7405_Zuwanderer.pdf (26.08.2014)] ILO, *Skills mismatch in Europe*, 2014.
- INBAS-Sozialforschung, *Bürgerschaftliches Engagement von MigrantInnen – MEMVOLMigrant and EthnicMinorityVolunteering*, INBAS-Sozialforschung, Frankfurt am Main 2003.
- INBAS-Sozialforschung, *Migrantenorganisationen in Hessen – Motivationen und Hinderungsgründe für bürgerschaftliches Engagement*, Hessisches Ministerium der Justiz für Integration und Europa (ed.), 2011 [online: http://www.integrationskompass.de/global/show_document.asp?id=aaaaaaaaaacfuv (19.08.2014)].
- INE, *Censos* 2011.
- Information Centre for Credential Evaluation (IcDW)., *Evaluation of foreign credential*, find on: <https://www.idw.nl>, latest accessed on 21/10/2014.
- Instituto Nacional de Estadística y Cartografía de Andalucía, *Extranjeros registrados en Andalucía por nacionalidad, género y educación alcanzada, Padrón Municipal de habitantes* 2013. Accessed: 03/09/2014. Retrieved from <http://www.juntadeandalucia.es/instituto-de-estadisticaycartografia/iea/consultasActividad.jsp?CodOper=13&sub=430>.
- Instituto de Estadística y Cartografía de Andalucía, *Afiliados a la Seguridad Social en alta laboral que trabajan en Andalucía*. Tesorería General de la Seguridad Social, Ministerio de Empleo y Seguridad Social 2014. Accessed: 09/09/2014. Retrieved from <http://www.juntadeandalucia.es/institutodeestadisticaycartografia/instituto-de-estadisticay-cartografia/afiliadosSS/201406/index.htm>.

- Instituto Nacional de Estadística, *Explotación de la Encuesta de Población Activa del INE*, 2014. Accessed: 03/09/2014. Retrieved from <http://www.juntadeandalucia.es/institutodeestadisticaycartografia/iea/consultasActividad.jsp?CodOper=13&sub=430>.
- Instituto Nacional de Estadística, *Padrones Municipales de habitantes* 1996, 2002, 2007, 2013, Madrid 1996-2013.
- Instituto Nacional de Estadística, *Población extranjera por país de nacimiento, Padrón Municipal de habitantes* 1996, 2002, 2007, 2014, Madrid 2014. Accessed: 8/7/2014. In <http://www.ine.es>.
- International Labour Office, *Manual on the measurement of volunteer work*, International Labour Organization, Geneva 2011.
- IOM (International Organization for Migration), *Law for Legal Immigration in the 27 EU Member States*, International Organization for Migration, Geneva 2009.
- IOM, *World Migration Report 2013*.
- ISFOL, *Validazione delle competenze da esperienza: approcci e pratiche in Italia e in Europa*, I Libri del fondo Sociale Europeo, Roma 2013.
- Jefatura del Estado, “Ley Orgánica 4/2000, de 11 de enero, sobre derechos y libertades de los extranjeros en España y su integración social”, *Boletín Oficial del Estado*, 10,12/01/2000, 1139 a 1150, 2003, pp. 1139-1150.
- Kaemingk E., *Ervaringscertificaat maakt mensen los*, Tijdschrift Opleiding & Ontwikkeling (O&O), n. 4, 2012, pp. 28-32.
- Kaemingk E., van Kippersluis R., “Naar goede afspraken over EVC” in *de CAO, Kenniscentrum EVC and Stichting van de Arbeid*, Utrecht 2012.
- Kalev A., Dobbin F., Kelly E., “Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity practices”, *American Sociological Review*, 71, 2006, pp. 589-617.
- Kalev A., Roscigno V., “Interview: Bureaucracy, Bias, and Diversity – Structural Constraints and Opportunities in Organizations”, in Braedel-Kühner C., Müller, A., (eds), *Re-thinking diversity*, Springer, Berlin in press.
- Kallas K., “*et al.*”, *Newly-arrived immigrants in Estonia: Policy Options and Recommendations for a Comprehensive and Sustainable Support System*, Institute of Baltic Studies, Tartu 2014.
- Kamp A., Hagedorn-Rasmusen P., “Diversity management in a Danish context: Towards a multicultural or segregated working life?”, *Economic and Industrial Democracy*, 25, 4, 2004, pp. 525-554.
- Kandola R., Fullerton J., *Managing the mosaic: Diversity in action*, Institute of Personnel and Development, London 1994.
- Kenniscentrum EVC, *Bouwstenen voor een toekomstbestendig EVC-stelsel, eerste uitkomsten van een brede bezinning*, Kenniscentrum EVC. Utrecht 2013.
- Kenniscentrum EVC, *Toekomstbestendige inrichting van een systeem voor validering, Implementatieplan*, Kenniscentrum EVC. Hertogenbosch 2014.
- Keser, S. *Migranten (dach) organisationen in Deutschland*, Die Beauftragte der Bundesregierung für Migration, Flüchtlinge und Integration in Deutschland, (ed.), 2012.
- Klarsfeld A., *International handbook on diversity management at work*, Elgar, Cheltenham 2012.
- Klaus W., *Ziemia obiecana. Warunki pracy cudzoziemców w Polsce*, Warszawa 2011.

- Klaver J., Tromp E., Oude Ophuis R., *Allochtonen en vrijwilligerswerk, Regioplan Beleidsonderzoek*, Amsterdam 2005.
- Köppel P., *Diversity management in Deutschland 2013: Ein benchmark unter den DAX30-unternehmen*, Synergy-Consult, München 2013.
- Köppel P., *Diversity Management in Deutschland: Benchmark 2014. Strategie oder Alibi?*, SynergyConsult, München 2014.
- Köppel P., Yan J., Lüdicke J., *Cultural diversity management in Deutschland hinkt hinterher*, Bertelsmann-Stiftung, Gütersloh 2007.
- Korczyńska J., Duszczyk M., *Zapotrzebowanie na pracę obcokrajowców w Polsce – próba analizy i wniosków dla polityki migracyjnej. Streszczenie*, Instytut Spraw Publicznych, Warszawa 2005.
- Kumra S., Manfredi S., *Managing equality and diversity: Theory and practice*, Oxford University Press, Oxford 2012.
- Kymlicka W., *Multicultural Citizenship. A Liberal Theory of Minority Rights*, Clarendon, Oxford 1995.
- Langenfeld C., Ein Jahr Anerkennungsgesetz – Eine entscheidende Starthilfe zur Integration. *Clavis*, no. 02, pp. 4-5, 2013, [online: http://www.netzwerk iq.de/fileadmin/redaktion/Publikationen/09_clavis/clavis_02_2013_L_RZ_web.pdf(29.07.2014)].
- Länsstyrelsen Västra Götalands Län, *Project Utländska Akademiker. Project on Foreign Academics. Final report from an EU*, Public Employment Office and the EU Social – fund project 2012.
- Leitão J., “O processo de institucionalização das associações de origem imigrante” in Marques M. M., *Migrações e participação social*, Fim de Século, Lisbon 2008, pp. 23-45.
- Lisowska E., Sznajder A., *Diversity management in the workplace: Report on the first edition of Diversity Index*, Diversity Index Project (European Social Fund) 2013.
- Lodigiani R., Il mito delle competenze tra Procuste e Prometeo, *Quaderni di Sociologia*, 2011/55, 2011, pp. 139-159.
- Lorente García R., *La formación profesional según el enfoque de las competencias. La influencia del discurso europeo en España*, Octaedro, Barcelona 2012.
- LO-report, “Fusk och utnyttjande – om avregleringen av arbetskraftsinvandringen”. LandsorganisationeniSverige, 2013. Report document. Available: www.lo.se Accessed: 3 Jun 14.
- Louvrier J., “Diversity, difference and diversity management: A contextual and interview study of managers and ethnic minority employees in Finland and France”, Publications of the Hanken School of Economics, n. 259, Helsinki 2013 (available at: https://helda.helsinki.fi/bitstream/handle/10138/40257/259_978-952-232-205-0.pdf)
- Luengo J.L., Luzón A., Torre M., “Las reformas educativas basadas en el enfoque por competencias: una visión comparada”, *Revista Profesorado*, n. 12 (3), 2008.
- Magatti M., Giaccardi C., *Generativi di tutto il mondo unitevi*, Feltrinelli, Milano 2014.
- Maier U., “Deutschland ein Einwanderungsland”, LPB BW (ed.), *Deutschland & Europa – Migration*, no. 45, pp. 4-5, 2004 [online: http://www.deutschlandundeuropa.de/45_02/Migration.pdf (11.09.2014)].
- Marcińczak Sz., van der Velde M., “Drifting in a Global Space of Textile Flows: Apparel Bazaars in Poland’s Łódź Region”. *European Planning Studies*, 16 (7), 2008, pp. 911-23.

- Marques M. M., “As associações de origem migrante enquanto instituições sociais” in Fonseca M. L., “*et al.*”, *Migrações na Europa e em Portugal Ensaio de homenagem a Maria Ioannis Baganha*: Almedina, CES, Coimbra 2013, pp. 101-122.
- Marques M. M., *Migrações e participação social*, Fim de Século, Lisbon 2008.
- Marques M. M., “Post-colonial Portugal: Between Scylla and Charybdis”, in Bosma U., Lucassen J., Oostindie G. (eds), *Postcolonial Migrants and Identity Politics*, Berghahn Books, New York & Oxford 2012, pp.127-153.
- Marques M. M., *Lisboa Multicultural*, Fim de Século, Lisbon 2014.
- Marques M. M., Ciobanu R. O., *Migrantes idosos em Portugal, Principia and Fundação*, Calouste Gulbenkian, Lisbon 2011.
- Marques M. M., Santos R., “Top-down and bottom-up reconsidered: The dynamics of immigrant participation in local civil society”, in Penninx R., “*et al.*” (eds), *Citizenship in European Cities. Immigrants, Local Politics and Integration Policies: Diversity and Convergence in European Cities*, Ashgate, Aldershot 2004, pp. 107-126.
- Martinelli M., “Cittadini e nuove forme di appartenenza: esperienze in discussione”, in: Zanfrini L. (ed), “Costruire cittadinanza per promuovere convivenza”, *Studi Emigrazione/Migration Studies*, L, n. 189, 2013, pp. 125-151.
- Marvin S., Girling G., “What is Managing Diversity and Why Does it Matter?”, *Human Resource Development International*, vol. 3(4), 2010, pp. 419-433.
- Massey D., “Why does the Immigration Occur? A theoretical Synthesis”, Hirschman C., Kasinitz P., De Wind J., (eds), *The Handbook of International Migration: The American Experience*, Russell Sage Foundation, Nueva York 1999, pp. 34-52.
- ME-GEE, *Quadros de Pessoal*, 2012.
- Michels R., *Political Parties: A Sociological Study of the Oligarchical Tendencies of Modern Democracy*, Batoche Books, Kitchener 1911/2001.
- Migrationsverket*, “The Swedish Refugee Quota”. Internet information page from the migration board, 2014. Available: <http://www.migrationsverket.se/English/Private-individuals/Protection-and-asylum-in-Sweden/The-refugee-quota.html>.
- Ministerio de Educación, Cultura y Deporte, “La homologación, convalidación y reconocimiento de estudios extranjeros”, *Las cifras de la educación en España*. Curso 2011-2012, Educación 2014, Madrid 2014.
- Ministerio de Educación, Cultura y Deporte, *Reconocimiento, Evaluación y Acreditación de Cualificaciones*, Madrid 2014.
- Ministerio de la Presidencia, Ley Orgánica 7/1985, de 1 de julio, “sobre Derechos y Libertades de los extranjeros”, *Boletín Oficial del Estado*, 158, 3/07/1985, pp. 20824- 20829.
- Ministry of Security and Justice, *Brief van de Staatssecretaris van Veiligheid en Justitie aan de voorzitter van de Tweede Kamer der Staten Generaal*, 13 September 2013, Retrieved from: <https://www.nationaleombudsman.nl/uploads/bijlage/koepelbrief-def.pdf>, 2013.
- Miranda C., Martín A., “Del Proyecto ERA a las Experiencias de las Comunidades Autónomas: Avances”. In “El Desarrollo De Sistemas De Reconocimiento”, *Revista Española de Orientación y Psicopedagogía (REOP)*, vol. 20, n. 3, 2009, pp. 238-250.
- Monaci M., *Culture nella diversità, cultura della diversità: Una ricognizione nel mondo d'impresa*, Fondazione ISMU, Milan 2012.
- Monaci M., Zanfrini L., (eds), *Creare valore con la diversità*, FrancoAngeli, Milano 2014.
- Moscovici S., *Psicologie sociale des relations à autrui*, Editions Nathan, Paris 1994.

- Mulder M; Weigel T., Collings K., “El concepto de competencia en el desarrollo de la educación y formación profesional en algunos Estados miembros de la UE: un análisis crítico”, *Revista Profesorado*, n. 12 (3), 2008.
- Nationale Koordinierungsstelle ECVET, *Europäisches Leistungspunktesystem für die Berufsbildung – Was ist ECVET*, noyear [online: <http://www.ecvet-info.de/de/237.php>(08.12.2014)].
- Nicoli D., *Riconoscere e certificare gli apprendimenti*, Vita & Pensiero, Milano 2004.
- Niessen J. and Huddleston T., *Handbook on Integration III for policy-makers and practitioners*. Directorate-General Justice, Freedom and Security. European Commission, 2010.
- Nijmegen municipality, *Meekantelen. Vrijwilligersbeleid 2012-2016*. Nijmegen municipality, Nijmegen 2012.
- Nordlund V., Pelling L., *Den nya vägen in – ett migrantperspektiv*, Migrationsverketisamarbetemed Global utmaning, 2013.
- Nussbaum C. M., *Giusitizia sociale e dignità umana. Da individui a persone*, Il Mulino, Bologna 2001.
- Nussbaum C. M., *Creare capacità. Liberarsi dalla dittatura del PIL*, Il Mulino, Bologna 2012.
- Nussbaum C. M., Sen A., *The Quality of Life, a Study prepared for the World Institute for Development Economics research (WIDER)*, United Nations University, Clarendon Press, Oxford 1993.
- Observatorio Permanente de la Inmigración, *Extranjeros residentes en España con certificado de registro o tarjeta de residencia en vigor a 31 de diciembre de 2013*, Ministerio de Trabajo e Inmigración, Madrid 2014.
- OECD, *International Migration Outlook: Sopemi*, OECD Publishing, Paris 2006.
- OECD, *International Migration Outlook. Sopemi Special Focus: Managing Labour Migration Beyond the Crisis*, OECD Publishing, Paris 2009.
- OECD, *International Migration Outlook. Sopemi*, OECD Publishing, Paris 2010.
- OECD, *International Migration Outlook. Sopemi*, OECD Publishing, Paris 2012
- OECD, *International Migration Outlook. Sopemi*, OECD Publishing, Paris 2013
- OECD, *International Migration Outlook. Sopemi*, OECD Publishing, Paris 2014.
- Okólski M., “Polska jako kraj imigracji – wprowadzenie”. In Górny A., Grabowska-Lusińska I., Lesińska M., Okólski M., (eds). *Transformacja nieoczywista. Polska jako kraj imigracji*. Wydawnictwa Uniwersytetu Warszawskiego, Warszawa 2010.
- Okólski M., *Modernizacyjna rola migracji*. Working Papers, Warszawa 2011.
- Omanovic V., “Diversity and its management as a dialectical process: Encountering Sweden and the US”, *Scandinavian Journal of Management*, vol. 25, 2009, pp. 352-362.
- Ordinance 135-A/2013 (Centers for Qualification and Vocational Education – CQEP).
- Ortlieb R., Sieben B., *Diversity und Diversity Management in Berliner Unternehmen. Im Fokus: Personen mit Migrationshintergrund*. Script of a presentation on the conference: Diversity und Diversity Management. Schwerpunktthema: Nationalität, Ethnizität, Migrationshintergrund. 30-31 May 2008, FU Berlin 2008 [online: <http://www.wiwiss.fu-berlin.de/fachbereich/bwl/management/sieben/diversity-projekt/tagung/programm/index.html> (01.09.2014)].
- Otten S., Jansen W.S., de Vroome, T., *Werkt diversiteit? Arbeidsintegratie en sociale vertrouwen in een kleurrijke samenleving*, University of Groningen, Groningen 2014.

- Papademetriou D.G., Hamilton K.A., *Managing Uncertainty: Regulating Immigration Flows in Advanced Industrial Countries*, International Migration Policy Program – Carnegie Endowment for International Peace, Washington D.C. 1995.
- Pezzillo Iacono M., Esposito V., Sicca L.M., “Diversity management o retorica del linguaggio manageriale?”, in Di Guardo M.C., Pinna R., Zaru D. (eds), *Per lo sviluppo, la competitività e l’innovazione del sistema economico: Il contributo degli studi di organizzazione aziendale*, FrancoAngeli, Milan 2009, pp. 277-301.
- Pires S., *O Terceiro Sector Imigrante e as Associações dos Imigrantes do Leste Europeu em Portugal*, Oficina do CES 2004.
- Platonova A., Urso G., *Migration, Employment and labor Marketintegration policies in the European Union*, International Organization for Migrant, Luxemburg 2010
- Polakowski M., *Imigranci z krajów trzecich na polskim rynku pracy*. Centrum Stosunków Międzynarodowych, Raporty i Analizy, Warszawa 2011.
- Porter M.E., Kramer M.R., “Creating Shared Value. How to reinvent capitalism and unleash a wave of innovation and growth”, *Harvard Business Review*, 89, 2011, pp.1-2: 62-77.
- Portes A., Rumbaut, R., *Immigrant America: A portrait*, University of California Press, Berkeley 2006.
- Praxis Center for Policy Studies, *Volunteering in Estonia*, Research Paper, Tallinn 2013; http://www.vabatahtlikud.ee/UserFiles/uuringud/Vabatahtlik_tegevus_faktileht_eng.pfd.
- Prieto S. y Marco A.M., “La discriminación por motivos Ètnicos o de raza: alternativas para gestionar la diversidad en las empresas”, *Revista de Derecho UNED*, núm, 6, 2010, pp. 283-335.
- Primecz H., Romani L., Sackmann S., *Cross-cultural management in practice*, Elgar, Cheltenham 2011.
- Reggio P.G., Righetti E., *L’esperienza valida. Teorie e pratiche per riconoscere e valutare le competenze*, Carocci, Roma 2013.
- Reyneri E., “Immigration and the Underground Economy in New Receiving South European Countries: Manifold Negative Effects, Manifold Deep-rooted Causes”, *International Review of Sociology*, n. 13, 2003, 1, pp.117-143.
- Riva E., Zucchetti E., *La mobilità job-to-job. Percorsi e transizioni verso il terziario*, FrancoAngeli, Milano 2008.
- Rooth D. O., Ekberg J., “Mobility for Immigrants in Sweden”, *Journal of International Migration*, Vol. 44 (2), 2006, pp. 57-77.
- Roquero E., Hernando S., “Conformación Del Sistema Nacional De Cualificaciones Profesionales En España: Un Proceso Inacabado”, *Cuaderno de Relaciones Laborales*, n. 22, 1, 2004, pp .113-146.
- Rosa R. M. L. de J., *Atitudes dos Imigrantes perante as condições de Segurança, Higiene e Saúde no Trabalho em Portugal, Dissertação de mestrado em Migrações, Inter-Etnicidades e Transnacionalismo*, FCSH-UNL, Lisbon 2009.
- Rosenow K., The Europeanisation of Integration Policies. *International Migration*, Vol. 47 (1), 2009, pp. 133-159.
- Rychen D. S. & Salganik L. H., *Las competencias clave para el bienestar personal, social y económico. Una perspectiva interdisciplinaria e internacional*, Aljibe, Málaga 2006.
- Sassen S., *Territory. Authority. Rights*, Princeton University Press, Princeton (NJ) 2008.

- Sayad A., "Immigration et «pensée d'Etat»", *Actes de la recherche en sciences sociales*, n. 129, September 1999, pp. 5-14.
- Schmid G., Gazier B., (eds) *The Dynamics of Full Employment. Social Integration Through Transitional Labour Markets*, Edward Elgar, Cheltenham 2002.
- Scholten A., Lokhoff J., *Onderwijs. Internationale diplomawaardering*, SDU Uitgevers, The Hague 2008.
- Schuler R.S., Jackson S. (eds), *Strategic human resource management*, Blackwell, Oxford 2007.
- Seidel S., "et al.", "Stand der Anerkennung non-formalen und informellen Lernens in Deutschland" im *Rahmen der OECD, Aktivität Recognition of non-formal and informal Learning*. http://www.bmbf.de/pub/non-formales_u_informelles_lernen_ind_deutschland.pdf, 2008.
- Sjöberg M., Sydh M., Bjuhr R., *Utvärdering av In I Umeå – Integration genom föreningsliv*, Prema Utvärdering and Företagsutveckling, April 2012.
- Soysal Y., *Limits of Citizenship*, University of Chicago Press, Chicago 1994.
- Statistics Netherlands, *Social Statistical Database*, 2014.
- Statistisches Bundesamt, *16,3 Millionen Menschen mit Migrationshintergrund*, Wiesbaden 2014a
[online:<https://www.destatis.de/DE/ZahlenFakten/GesellschaftStaat/Bevoelkerung/MigrationIntegration/Migrationshintergrund/Aktuell2012Migranten.html> (16.09.2014)].
- Statistisches Bundesamt, *Ausländische Bevölkerung*, Wiesbaden 2014b [online:<https://www.destatis.de/DE/ZahlenFakten/GesellschaftStaat/Bevoelkerung/MigrationIntegration/AuslaendischeBevolkerung/Tabellen/Geschlecht.html> (16.09.2014)].
- Statistisches Bundesamt, *Ausländische Bevölkerung nach Zensus und Ausländerzentralregister*. Table F 204. Wiesbaden 2014c.
- Statistisches Bundesamt, *Bevölkerung nach Migrationshintergrund*, Wiesbaden 2014d [online:<https://www.destatis.de/DE/ZahlenFakten/GesellschaftStaat/Bevoelkerung/MigrationIntegration/Migrationshintergrund/Tabellen/MigrationshintergrundBeteiligungErwerbsleben.html> (16.09.2014)].
- Statistisches Bundesamt, *Zensus 2011*, Ausgewählte Ergebnisse, Wiesbaden 2013.
- Sumption, M., *Tackling brain waste: Strategies to improve the recognition of immigrants' foreign qualifications*, Migration Policy Institute, Washington DC 2013.
- Sumption M., Papademetriou D.G. and Flamm S., *Skilled immigrants in the global economy. Prospects for international cooperation on recognition of foreign qualifications*, Migration Policy Institute, Washington DC 2013.
- Tardos K., *Esélyegyenlőség és családbarát vállalati gyakorlatok. A munkahelyi esélyegyenlőség – vállalati felelősségvállalás III. országos benchmark felmérésének összefoglaló tanulmányai*, Mtd Tanácsadó Közösség – MTA Társadalomtudományi Kutatóközpont, Szociológiai Intézet, Budapest 2014.
- The Council of the European Union and the Representatives of the Governments of the Member States, *Common Basic Principles for Immigrant Integration Policy in the European Union*, Bruselas, 19 October (13680/04, DGH1, MC/cr 1-15), 2004. Retrieved: May 20, 2005. Available in: http://ec.europa.eu/ewsi/en/EU_actions_integration.cfm.
- The Netherlands Institute for Social Research (SCP), *Discriminatiemonitor niet-westerse immigranten op de arbeidsmarkt 2010*, SCP, The Hague 2010.

- Thomas D.A., Ely R.J., "Making differences matter: A new paradigm for managing diversity", *Harvard Business Review*, n. 74, 1996, pp. 79-90.
- Thomas R.R., "From affirmative action to affirming diversity", *Harvard Business Review*, n. 68, 1990, pp. 107-117.
- TNS-Infratest Sozialforschung, Hauptbericht des Freiwilligensurveys 2009, Ergebnisse der repräsentativen Trenderhebung zu Ehrenamt, Freiwilligenarbeit und Bürgerschaftlichem Engagement. *Studie im Auftrag des Bundesministerium fuer Frauen, Senioren, Familien und Jugend* – BMFSFJ. Muenchen 2009.
- Torres M., "O Estatuto Constitucional dos Estrangeiros", *Scientia Juridica*, L, n. 290, 2001.
- Torres Prados I. and Borrajo Millán F., "Gestión de la Diversidad. El Caso Indra", *Revista de Responsabilidad Social de la Empresa*, 12, 4, 3, 125-148, 2012.
- Triadafilopoulos T., (ed) *Wanted and Welcome? Policies for Highly Skilled Immigrants in Comparative Perspective*. Springer, New York 2013.
- UN/DESA - OECD, *World Migration in Figures*, Joint UN/DESA and OECD publication for the HLD, 3-4 October, 2013.
- Van den Broek, L., *De ironie van gelijkheid. Over etnische diversiteit op de werkvloer*, University of Groningen, Groningen 2009.
- Van den Broek, L., *De waarde van diversiteit, Evaluatieonderzoek naar de effectiviteit van de inzet van Indiase Operatie Kamer Assistenten in Nederland*, Kantharos, Peize 2014.
- Van der Welle, I., "Netherlands", in Schuster A., Desiderio M.V., Urso G. (eds), *International Organization for Migration*, Brussels 2013, pp. 119-141.
- Vogel D., von Ossietzky C., (eds) *Building Europe With New Citizens? An Inquiry into the civic Participation of Naturalised Citizens and Foreign Residents in 25 Countries*, European Commission, Publications Office, Brussels 2006.
- Walzer M., *Spheres of Justice: A Defense of Pluralism and Equality*, Basic Books, New York 1983.
- Weiss K., Migrantenorganisationen und Staat – Anerkennung, Zusammenarbeit, Foerderung. In Schultze, G., Thraenhardt, D. (eds), *Migrantenorganisationen – Engagement, Transnationalitaet, Integration*. WiSo Diskurs "Expertisen und Dokumentationen zur Wirtschafts- und Sozialpolitik", Im Auftrag der *Friedrich-Ebert-Stiftung*. Dietz, Bonn 2013, pp. 21-31.
- Werquin P., "Recognition of Non-formal and Informal Learning in OECD Countries – an Overview of Some Key Issues", in *DeutschesInstitut für Erwachsenenbildung (ed.), Report 3/2009*, pp. 11-23, [online: <http://www.die-bonn.de/doks/report/2009-erwachsenenbildner-01.pdf> (10.06.2014)].
- Werquin P., *Recognising of Non-formal and Informal Learning Outcomes, Policies and Practices*, OECD, Paris 2010.
- Werquin P., *Recognition of Non-formal and Informal Learning: Country Practices*, OECD, Paris, February, p.65, 2010. www.oecd.org/dataoecd/22/12/44600408.pdf.
- Węclawowicz G., *Contemporary Poland space and society*, UCL Press, London 1996.
- Wimmer A., Glick Schiller N., "Methodological Nationalism, the Social Sciences, and the Study of Migration: An Essay in Historical Epistemology", *International Migration Review*, XXXVII (2003), 3, pp. 576-610.
- Wrench J., Rea A., Ouali N., (eds) *Migrants, ethnic minorities and the labour market. Integration and exclusion in Europe*, MacMillan, London 1999.

- Zanfrini, L., *Lo sviluppo condiviso. Un progetto per le società locali*, Vita & Pensiero, Milano 2001.
- Zanfrini L., “Programmare” per competere. *I fabbisogni professionali delle imprese italiane e la politica di programmazione dei flussi migratori*, FrancoAngeli, Milano 2001.
- Zanfrini L., *Cittadinanze. Appartenenza e diritti nella società dell’immigrazione*, Laterza, Roma-Bari 2007.
- Zanfrini L., “I ‘confini’ della cittadinanza: perché l’immigrazione disturba”, *Sociologia del Lavoro*, n. 117, 2010, pp. 40-56.
- Zanfrini L., *Immigration: A Resource for the Economic Competitiveness and the Social Cohesion of the European Society*, www.ismu.org, July 2011.
- Zanfrini L., (ed.) *Sociologia delle differenze e delle disuguaglianze*, Zanichelli, Milano 2011.
- Zanfrini L., “Lo scenario contemporaneo: ripensare la cittadinanza nella società globale”, *Studi Emigrazione/Migration Studies*, L (2013), n. 189, pp. 30-51.
- Zanfrini L., “Work”, in Cesareo V. (ed.), *Twenty years of migrations in Italy: 1994-2014*, McGraw Hill Education, Milano 2014, pp. 47-60.
- Zanfrini L., “La costruzione sociale e istituzionale di migranti, rifugiati, minoranze etniche”, *Studi Emigrazione/Migration Studies*, LII, 2015, n. 197, pp. 14-49.
- Zanfrini L., Bonetti P., *Italy*, in *Recognition of Qualifications and Competences of Migrants*, in Schuster A., Desiderio M.V., Urso G. (eds), International Organization for Migration, 2013, Brussels, pp. 89-118.
- Zanfrini L., Monaci M., “Introduzione. Di quale “diversità” e di quale “valore” parliamo? in Creare valore con la diversità”, *Sociologia del Lavoro*, n. 134, 2014, Milano, pp. 7-39.
- Zanfrini L., Sarli A., *Migrants’ Associations and Philippine Institutions for Development (First year activity). Italian Report*, “Quaderni-ISMU”, Fondazione ISMU, n. 1, Milan 2009.
- Zobel C., Barbosa C. E., *O acesso dos imigrantes ao voto e aos cargos eleitorais nas autarquias portuguesas*, paper presented during the public presentation of the project “Acesso formal dos imigrantes aos espaços políticos no contexto local: eleitores e eleitos nos municípios e freguesias portuguesas”, CES-UC, 9 April 2010.
- Zukin S., *Landscapes of Power*, University of California Press, Berkeley, Los Angeles 1991.

En este enlace <http://www.ateneonline.it/zanfrini/Zanfrini.pdf> puede descargarse en formato pdf el libro completo.

Edited by Laura Zanfrini

The Diversity Value

How to Reinvent
the European Approach
to Immigration



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

WVWELL
Welfare, Work, Enterprise
Living Learning

Co-funded by
the European Union



Mc
Graw
Hill
Education

Edited by Laura Zanfrini

The Diversity Value

How to Reinvent the European Approach to Immigration

The European approach to immigration is traditionally characterized by a sort of “schizophrenia”, generated by the attempt to keep together two contradictory philosophies: the “economicistic” philosophy on which the system of entry (and stay) is regulated and the philosophy of solidarity and equal opportunities. To overcome this paradox, three major changes are necessary, which constitute the challenges addressed by the DIVERSE – Diversity Improvement as a Viable Enrichment Resource for Society and Economy – project, conducted in 10 European countries and whose results are presented in the volume: shifting from the perception of migrants as contingently instrumental resources to the conception of their human capital as a structural resource for the economic and social development of European societies; promoting a wider awareness, among different types of organizations (profit, non-profit and public), of the importance and potentialities of Diversity Management strategies; improving the social participation and the civic and voluntary engagement of Third Country Nationals in view of the construction of an inclusive European society and in order to change the common perception of immigrants as people needing to be helped and assisted.

Finally, it is only through the active involvement of different stakeholders and the implementation of different types of actions that it will be possible to achieve the ambition of “reinventing” the European approach to immigration, to overcome the European historical paradox and benefit from the “Diversity Value”.



EDITOR

Laura Zanfrini, PhD in sociology, is the Scientific Director of the project Diverse and of the WWELL Research Centre. She is Full Professor at the Università Cattolica del Sacro Cuore of Milan where she teaches “Sociology of Migrations and Interethnic Relations” and “Organizations, Environment and Social Innovations”. As one of the foremost Italian experts on migratory processes, she is a member of various research networks and a consultant to many Italian and international organisations. She has authored many books, essays and articles.

