

CFAIWS3

Appoint people from different countries or diverse cultures



Overview

This unit is for anybody from any country or culture who is appointing people from another country or culture.

You might do this:

1. when employing or promoting people, recruiting volunteers or engaging people on a freelance or contract basis within the UK or abroad
2. when employing one or more people from another country or culture for the first time or when adding to the number of people from other countries or cultures in your organisation
3. when employing people from other countries or cultures whether they were born, educated or work here
4. when employing people that are planning to stay for the long-term or planning to move to another country after a period of time
5. when working in voluntary, aid or humanitarian work
6. when working in the public, private or not-for-profit sectors
7. when you are responsible for the employment of people in the organisation

The benefits and business case for doing this effectively

1. access to a wider range of people with the right skills to do the job, who understand what they need to do and what is required of them
2. a cohesive workforce whose members communicate effectively with each other and work productively together
3. potential for optimum short-term and long-term organisational effectiveness and higher productivity
4. compliance with recruitment laws
5. potential for inclusiveness and greater diversity within the workplace
6. reduced staff turnover
7. potential for greater innovation and creativity
8. potential for better staff morale and greater motivation
9. strengthened diversity and equality policies and procedures

Recruit or promote people with the required skills and language levels, arrange strategies for communication, build relationships with support organisations, induct and support new people, train and manage the perceptions of the wider workforce.

These standards describe working with people from different countries or diverse cultures in ways that promote open and respectful interaction, better understanding and improved performance.

This unit covers specific aspects of working with people from different countries and diverse cultures. The general skills needed to work with people from different countries or diverse cultures are covered in the following unit.

1. develop your skills to work effectively with people from different countries or diverse cultures (1 from Intercultural Working standards)

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The following units describe workforce planning and recruitment in more detail.

2. Plan what people the business needs (OP2 from Business Enterprise standards)
3. plan the workforce (D4 from Management and Leadership standards)
4. recruit people (OP3 from Business Enterprise standards)
5. recruit, select and keep colleagues (D3 from Management and leadership standards)

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Performance criteria

You must be able to:

- P1 use selection procedures that do not require more skills than are needed to carry out the job and that recognise experience gained in other countries
- P2 base your decisions to employ or promote people on their potential to do the job rather than on accent or dress, stereotypes, prejudice, old information or common perception of their skills and work ethics
- P3 build relationships with, and signpost to, organisations that can support people from the countries or cultures you are employing
- P4 identify and remove barriers that may stop people from different countries or diverse cultures working effectively
- P5 induct, train and support people from different countries or diverse cultures to help them adapt and maximise their productivity, effectiveness and understanding
- P6 manage the expectations and perceptions of existing workers and arrange for any necessary training or ongoing support that is needed to achieve this
- P7 implement communication strategies that are right for the organisation and that take account of the diversity of language and culture of the people within it
- P8 apply equality of opportunity to all workers and communicate this in ways they can all engage with

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Knowledge and understanding

You need to know and understand:

Cultural influences

- K1 how differences and similarities in the cultural behaviour of people from different countries or diverse cultures may change or affect the conduct of job interviews, company dynamics and expected working practices. (For example timekeeping, timescales, decision making processes, perceptions of status and role, attitudes to men or women, communication styles and conventions, business relationships, business meeting conventions, attitudes to emotion, levels of hierarchy and formality.)

Communication and language

- K2 ways to minimise misunderstanding and improve communication with people with a different first language to you. (For example taking the time to listen closely to what they are really saying, learning the conventions for introductions and greetings, not using your own fluency as a way to overpower others, learning some simple phrases in their language, gesturing, avoiding idioms, explaining acronyms, using pictures and diagrams, learning their language.)
- K3 the benefits, use and drawbacks of different communication methods. (For example translation, interpreting, signage, English language training for new workers, foreign language training for existing workers, protocols for email and remote working.)
- K4 the terms and phrases necessary to carry out particular jobs

Recruitment, employment and promotion

- K5 how to assess levels of English and match them against those needed for productive working throughout the organisation and within specific jobs.
- K6 how to operate selection and promotion procedures so that they are fair to people from different countries or diverse cultures. (For example translating job descriptions and person specifications or writing them in simple English, recognising that applicants may use interview communication conventions from their country when answering questions, clarifying questions, putting them in context for the specific job or probing applicants' answers to elicit actual skills and experience, recognising experience, qualifications and references from other countries, adapting interview methods to the level of English of the applicant.)
- K7 ways to make employment in your organisation more accessible to people from different countries or diverse cultures. (For example allowing larger blocks of holiday to visit relatives, allowing flexible working time to allow time for prayer, authorising leave for holy days, organising family or

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social events.)

- K8 ways to meet different people's cultural needs whilst maintaining fairness for all. (For example expecting time allowed off for prayer to be made up, allowing larger blocks of holiday for all.)

Training and support

- K9 what to consider when deciding whether to use or develop your own or other people's cultural, local or community knowledge, interpersonal skills, language awareness or foreign language skills or whether to use external services or specialists. (For example quality and accuracy required, cost of buying in a service compared with cost of training staff, actual competence of people involved, long-term benefit of having skills in-house.)
- K10 the range of language and cultural awareness training and development that is available, how to encourage its use, where and how to access it and the benefits for different people within the organisation such as new and existing workers and managers. (For example language awareness training, language training, ESOL (English for Speakers of Other Languages), EFL (English as a Foreign Language), intercultural skills training, training courses about specific cultures.)
- K11 the benefits of mentoring, coaching and work-shadowing, what they involve and how to implement them with people from different countries or diverse cultures.
- K12 how to find and make accessible or signpost to the information new people from different countries or diverse cultures need to help them work effectively. (For example the requirements of the job, the organisation's culture, the practicalities of everyday living such as registering with a doctor, getting a national insurance number or opening a bank account, the expectations of the community and the laws of the country in which they are working.)
- K13 the local and national organisations that can support the people you are recruiting. (For example community groups, trade unions, other employee representative groups and informal networks.)

Working relationships

- K14 the challenges and barriers that may affect the success in the workplace of newly-arrived people from different countries or diverse cultures. (For example stress caused by relocation, other people's reactions, not understanding what they are supposed to be doing, not feeling accepted in the organisation or community.)
- K15 ways to improve working relationships between existing workers and new workers from different countries or diverse cultures. (For example giving positive messages about employment of new workers through organisational practices and your own behaviour, encouraging new workers to learn the language, integrating new workers with existing

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workers from the start, adopting a mentoring or 'buddying' system, encouraging new workers to integrate, assuring existing and new workers of organisational processes that are fair to all, allocating time for people to get to know each other, organising sports or social events.)

Equality laws and regulations

K16 the laws, regulations and company guidelines that dictate how you are expected to behave with people from different countries or diverse cultures, how to apply them in relation to your work and where to get further information and advice about them. (For example equality legislation, company policies and values, codes of practice.)

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Additional Information

Behaviours

These are a non-mandatory part of the standard but are desirable attributes and attitudes which people with different cultural experiences working together might need. They represent what people who are well disposed to intercultural working may aspire to and grow towards.

1. you enjoy working alongside people with different cultural experiences and perspectives to your own and actively try to appreciate why differences and similarities may exist
2. you are able to reflect on how your own working practices might be perceived by others and are ready to negotiate new ways of working
3. you are open to the positive potential of cultural diversity in the generation of ideas and in developing workplace productivity
4. you are sensitive to the different levels of English language skills people have and are willing to adapt your language in the interests of mutual comprehension
5. you are sensitive to how your use of language, tone of voice and behaviour may be interpreted by others
6. you are able to look critically at work practices and projects and make contributions designed to enhance intercultural cooperation and understanding
7. you are working towards greater critical understanding of difference while appreciating that this is a lifelong process
8. you are aware that others understand equality and human rights in different ways but do your best to adopt an ethical outlook which reflects how you would like to be treated yourself

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Validity Current

Status Original

Originating organisation CILT

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Relevant occupations Agriculture, Horticulture and Animal Care; Business, Administration and Law; Information and Communication Technology; Arts, Media and Publishing; Health, Public Services and Care; Medicine and Dentistry; Nursing and Subjects and Professions Allied to Health and Social Care; Public Services; Child Development and Well Being; Agriculture; Horticulture and Forestry; Animal Care and Veterinary Science; Environmental Conservation; Professional Occupations; Managers and Senior Officials; Information and Communication Technology; Research Professionals; Librarians and Related Professionals; Engineering Professionals; Science Professionals; Corporate Managers and Senior Officials; Managers and Proprietors in Hospitality; ICT for practitioners; ICT for users; Science and Mathematics; Science; Mathematics and Statistics; Engineering and Manufacturing Technologies; Engineering; Manufacturing Technologies; Transportation Operations and Maintenance; Construction, Planning and the Built Environment; Architecture; Building and Construction; Urban, Rural and Regional Planning; Retail and Commercial Enterprise; Retailing and Wholesaling; Warehouse and Distribution; Service Enterprises; Hospitality and Catering; Leisure, Travel and Tourism; Sport, Leisure and Recreation; Performing Arts; Crafts, Creative Arts and Design; Media and Communication; Publishing and Information Services; History; Archaeology and Archaeological Sciences; Philosophy; Theology and Religious Studies; Social Sciences; Geography; Sociology and Social Policy; Economics; Anthropology; Language, Literature and Culture; Other Languages, Linguistics; Education and Training; Teaching and Lecturing; Direct Learning Support; Accounting and Finance; Administration; Business Management; Marketing and Sales; Law and Legal Services; Production Managers; Functional Managers; Quality and Customer Care Managers; Financial Institution and Office Manager; Storage and Retail;

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Managers in Distribution, Protective Service Officers; Health and Social Services Officers; Managers in Farming, Managers and Proprietors In Other Services; Health Professionals; Teaching Professionals; Legal Professionals; Legal Professionals; Business and Statistical Professionals; Architects, Town Planners and Surveyors; Public Service Professionals; Administration and Secretarial Occupations; Government and Related Organisations; Finance; Communications; General; Secretarial and Related Occupations;; Skilled Trades Occupations; Skilled Agricultural Trades; Vehicle Trades; Electrical Trades; Construction Trades; Building Trades; Textile and Garment Trades; Printing Trades; Food Preparation Trades; Skilled Trades NEC; Personal Service Occupations Personal Services; Healthcare and Related Personal Services; Childcare and Related Personal Services Leisure and Travel Service Occupations; Hairdressers and Related Occupations; Housekeeping Occupations; Personal Services Occupations NEC; Sales and Customer Services Occupations; Customer Service Occupations; Public Service and Other Associate Professionals; Farmer; Director; Farm Manager; Supervisor; Unit Manager

Suite

Intercultural Working: Standards For Working With People From Different Countries And Diverse Cultures; Agricultural Management

Key words

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