

CIMIC

Knowledge Center on Intercultural Management

From Migrant to Manager Study visit Mechelen



CIMIC

Centrum voor Intercultureel Management en Internationale Communicatie



KATHOLIEKE HOGESCHOOL MECHELEN

Purpose

- Welcome to Belgium→Flanders→Mechelen
- Walk through the programme
- Briefly scetch context of M2M in Belgium (Flanders)
- Discussion

Belgian complexities and M2M

- Belgium – Flanders (Brussels)
 - Political issues
 - Policy issues (i.e. immigration, integration, migrants and 'allochtonen', education and labor market issues...)
 - Language issues
- Systemic fragmentation
 - Government(s) at national, regional and local levels
 - Social actors (employers, trade unions)
 - Labor market intermediary agencies
 - Private actors (civil society, consultants)
- Demographics and employment



Facts and figures (a)

- **Definitional issues**

- Migrants (foreign nationality)
 - 'New comers' who have resided in Belgium less than a year
 - 'old comers' who have resided in Belgium more than a year
- 'Allochtonen' (Belgian nationality/born, but with ethnic-cultural roots elsewhere)

- **Immigration**

- Total population of 10,5 million people, of which 9,610 million Belgians, 600.000 EU25 foreigners, and 300.000 non-EU nationals
- Most important countries of immigration: Morocco (80.600), Turkey (40.000), Congo (14.500)

Facts and figures (b)

- **Belgian citizenship/nationality**
 - Since late 1980s: changes in legislation making it easier for migrants to become Belgian in 1984, 1991 en 1999
 - Fall in number of foreigners is attributed to rise in number of people acquiring Belgian nationality
 - Moroccans and Turks form by far the largest group of second and third generation allochtones
 - Number of people obtaining Belgian citizenship in these two groups now exceeds the migratory and natural growth in the two groups (eg. 65% of the 'Moroccan' population in Belgium is Belgian, 70% of the 'Turkish' population etc...)
- **In sum:**
 - 8,6% of Belgian population is foreign
 - Over 10% of the Belgian population of foreign decent
 - What is then the situation on the labor market

Facts and figures on the labor market (a)

- Ethnic minorities are underrepresented
- Labor conditions and job status below competencies
- Once at work, migrants and ethnic minorities do not easily move up the ladder
- Nowhere in Europe is the difference in employment rate between 'allochtones' and as big Belgium

Facts and figures on the job market (b)

- 21,1% of highly educated 'allochtones' is unemployed (2,9% of the Flemish HE persons)
- 46% of allochtones does not find job after 1 yr of job seeking
- 29,4% of female allochtones is working, whereas for Belgian women the percentage is 59,1%
- 50% of unemployed allochtones have Belgian nationality (the figure was 30% in 1999)
- 16,9% of the Flemish unemployment rate is attributed to allochtones
- Only 9% of allochtones school leavers is highly trained, as compared to 40% of the autochtone population
- 1,1% of the Flemish government workers is of foreign origin. The percentage is supposed to increase to 4% by 2015

Policy measures

- Civic integration courses
- Dutch language training
- Sensitization (images) and intercultural training
- Diversity management in organizations
 - Over 2000 diversity plans in frame of 'proportional participation at the work floor' (support of Flemish government)
 - Competency based HRM
 - Integrative reception policies (mentoring/tutoring)
- Stimulating measures for companies and organisations hiring migrants (salary cost reducing measures)
- Organizational culture, clear and open communication
- Education: missing link?

From Migrant to Manager

