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ENGAGING EMPLOYERS IN THE VOCATIONAL INTEGRATION OF ASYLUM SEEKERS IN THE UK

Written by the Refugee Council on behalf of the
EQUAL ASSET UK Development and Mainstreaming
Partnership

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Engaging Employers in the Vocational Integration of Asylum Seekers in the UK

The EQUAL programme aims to overcome discrimination and inequalities faced by disadvantaged groups in the UK and European labour market. ASSET UK is a partnership under the EQUAL programme. It consists of eight agencies that work together to promote asylum seekers' skills, empowerment and training in the UK. Led both nationally and transnationally by the Refugee Council, ASSET UK works to develop and disseminate good practice on information, advice and guidance, English for Speakers of Other Languages (ESOL), skills audits, volunteering and working with employers. ASSET UK equips asylum seekers with skills that prepare them for the labour market, either in the UK or in their country of origin, should they have to return. The eight agencies are:

Refugee Council



The Basic Skills Agency



LLU+ (formerly the London Language and Literacy Unit), London South Bank University



National Institute of Adult Continuing Education



Northern Ireland Council for Ethnic Minorities



Refugee Assessment and Guidance Unit, London Metropolitan University



The Sheffield College



Training and Employment Section, Refugee Council

Foreword

Employment is a crucial factor in the process of integration of refugees. It is no wonder that employers play a pivotal role in integration of refugees and asylum seekers. Refugees and asylum seekers bring with them useful work experience, skills and qualifications and many employers want to deploy their skills. It is vital that projects, like ASSET UK Development Partnership, work closely with employers and asylum seekers to ensure they share the mutual benefits of working together.

This publication pools together lessons from three EQUAL projects and draws on recent literature on engaging employers in the UK. The result is a practical guide for anyone interested in ways of engaging employers in the vocational integration of asylum seekers in the UK or any other EU member states.

I hope that all practitioners who wish to support local employers and vocational integration of asylum seekers will find it useful and thought provoking.

Finally I would like to thank all our ASSET UK partners, in particular NIACE, as well as ATLAS in Scotland and Want2Work in Denmark for their contributions to this guide, and Celine Castelino and Deng Yai who drew it together. The financial support from the ESF and the Learning and Skills Council were crucial in enabling ASSET UK to disseminate the lessons we learned from the development work.

Anna Reisenberger
Chair, ASSET UK Development Partnership
Deputy Chief Executive, the Refugee Council

Glossary

ASSET UK – Asylum Seekers Skills Empowerment and Training Development Partnership

Asylum Seeker – Someone who is fleeing persecution in their homeland, has arrived in another country, made themselves known to the authorities and exercised the legal right to apply for asylum

Beneficiary – The person or organisation receiving support from a Development Partnership

BSA – The Basic Skills Agency

Dispersal – the process by which the National Asylum Support Service (NASS) moves asylum seekers to accommodation outside of London and the South East

DP – Development Partnership. The strategic partnership that implements EQUAL activities. Each Development Partnership addresses one thematic field of its choice

Emergency Accommodation – Accommodation given to destitute asylum seekers

EQUAL GB Programme - Equal is a European Social Fund programme aimed at testing and encouraging new ways of promoting employability, entrepreneurship, adaptability and equal opportunities

ESF – European Social Fund. Aims to improve the employment situation in the European Union, by investing in people

ESOL – English for Speakers of Other Languages

LLU+ - formerly the London Language and Literacy Unit based at London South Bank University

LSC – Learning and Skills Council

NASS – National Asylum Support Service. The body which provides support to asylum seekers who made their claim for asylum after 3 April 200.

NIACE – National Institute of Adult Continuing Education

NICEM – Northern Ireland Council for Ethnic Minorities

RCO – Refugee Community Organisation

Refugee – Someone whose asylum application has been successful and who is allowed to stay in another country having proved they would face persecution back home.

TES – Training and Employment Section, Refugee Council

TNG – Thematic Network Group

1. Introduction

Engaging Employers in the Vocational Integration of Asylum Seekers in the UK: A Guide to Improving Practice aims to provide practitioners working to support the integration of asylum seekers in the United Kingdom into the labour market with some practical ideas on how to engage employers. The term 'engaging employers' here is used to mean "to secure employers' involvement in the design, development, management and delivery of post-16 learning". As the European Council on Refugees and Exiles (ECRE) stresses "Employment is a key factor in the integration process."¹

Moreover, "employer engagement is seen as vital to the development of skills for productivity."² This guide, therefore, is intended to contribute to the skills agenda, which is a top priority in a world where productivity, competitiveness, and efficiency are the yardsticks for measuring economic success. Within the education and training sector, the government's *Success for All* programme challenges colleges and major providers of post-16 learning to engage more effectively with employers to address the nation's skills needs.³ It also aims to contribute to the government's refugee integration strategy and social cohesion and inclusion agendas which are equally important to an asylum seeker or a refugee in the UK.

¹ ECRE (2002) Position on The Integration of Refugees in Europe, ECRE, London.

² Hughes, M (2003) Successful Engagement: guidance for colleges and providers on effective employer engagement in post-16 learning, published by Learning and Skills Development Agency, London.

³ DfES (2002) Success for All: Reforming Further Education and Training, London

Engaging Employers in the Vocational Integration of Asylum Seekers in the UK

The guide contains three case studies taken directly from EQUAL projects that have recently worked with asylum seekers and employers. It has direct relevance, shares useful lessons and outlines tested approaches that are easily adaptable and transferable to different settings. It also draws on evidence and good practice from work-based learning in Further Education colleges in England and projects for vocational training programmes for unemployed refugees in the UK⁴.

We hope that the examples will stimulate thinking and inspire the design of new approaches to support asylum seekers or refugees into employment in the UK.

The guide is divided into six sections. The following section sets the scene with a brief summary of the UK national policy context in 2005. Section 3 outlines three case studies from recent and successful EQUAL projects in Denmark, England and Scotland. Section 4 discusses the challenges they faced and Section 5 the strategies they used to overcome obstacles and engage employers. Section 7 concludes the document.

⁴ Refugee Council (2002) Models of Good Practice in Employment: Working With Employers, London

2. The National Policy Context

The Dispersal Policy that followed Immigration & Asylum Act 1999, sent asylum seekers to many areas which were not well prepared to receive them, many of which rank high in the list of deprived areas (42 out of the 88 most deprived local authorities received asylum seekers). In 2001, the EQUAL community initiative in Great Britain funded the ASSET UK, LASAR and ATLAS Development Partnerships to support the social and vocational integration of these individuals in dispersal areas.

The EQUAL programme, which aims to tackle discrimination and inequalities in the UK labour market, includes a strand, Theme I, which is specific to asylum seekers. The theme's strategic objective is:

“To develop an employment strategy appropriate to the needs of asylum seekers in the UK”.

It stresses the importance of ensuring that “tailored provision is made available along the continuum from asylum seeker to refugee” to “enable asylum seekers to play a more active role in society and enable those who become refugees to gain more rapid transition to the labour market”.

On 23rd July 2002, the Home Office withdrew the right to work for asylum seekers without any prior consultation. As a result our Development Partnerships [DPs] had to change their programmes which had been approved before the announcement.

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In February 2005, the Home Office published *Controlling our Borders: Making Migration Work for Britain - the Government Five Year Strategy for Immigration and Asylum*. Charles Clarke announced further measures detrimental to asylum seekers that included faster processing of asylum claims, and higher rates of detention and removal of those whose applications had failed. Those who are successful in achieving refugee status will no longer have the right to permanent residence but will have their status kept under review and they may be expected to return to their country of origin if the situation there is judged to be safe. A significant barrier, indeed, to successful integration.

More positively, as from 6th February 2005, the Home Office started implementing the EU directive on the Minimum Standards for Reception of Asylum Seekers. This gives asylum seekers, who have waited for the initial decision on their asylum applications for more than 12 months the right to apply for permission to work. The Home Office also made access to vocational training for asylum seekers conditional on access to paid employment.

3. Engaging Employers – Case Studies from EQUAL Development Partnerships

CASE STUDY (1):

Skills Audit Project, NIACE, ASSET UK DP, East Midlands, England

Research undertaken by National Institute of Adult and Continuing Education [NIACE] in 2001 indicated that asylum seekers coming to the UK were better qualified than the UK population as a whole, with a significant number having higher education and professional qualifications. However, unemployment rates amongst refugee communities were higher than for other groups and many highly qualified refugees were working in unskilled or semi skilled jobs. This project was developed in order to test the hypothesis that asylum seekers, if given an early opportunity to have their skills audited with appropriate learning and work shadowing opportunities, would be able to achieve social and vocational integration in the labour market more quickly.

The Skills Audit Project work aimed to develop a methodology appropriate to asylum seekers and other migrants. The audit identifies the knowledge, qualifications and work experience of individuals who may remain in the UK, which would help them to find employment that reflects their prior experience.

The skills audit is also used for writing CVs and action plans. Action plans include seeking formal recognition for 'overseas' qualifications where possible and the identification of volunteering and work shadowing placements to enable individuals to gain experience and references in the UK.

NIACE has been developing and using this approach with asylum seekers in the East Midlands and sharing the findings with partners in the UK, Northern Ireland, Denmark (want2work Development Partnership/Danish Red Cross) and other European countries.

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The project targeted qualified and unqualified asylum seekers with a range of work experience, as well as those with experience as volunteers or carers. Both 'soft' and 'hard' skills are covered by the audit. At the time of writing, NIACE had carried out skills audits with 564 asylum seekers. Eighty per cent of these have entered into learning, volunteering or work shadowing placements. Placements were very wide ranging in nature including positions in reception work, accountancy, administration, schools, colleges, technical work and within the NHS.

NIACE has used the National Recognition Information Centre [NARIC] and professional bodies to gain equivalency certificates for those with higher education qualifications gained abroad wherever possible.

Many asylum seekers have gained places on vocational courses based upon their previous experience. Others have taken the opportunity to improve their English and IT skills. Each asylum seeker is treated as an individual with a tailor made action plan and CV. This has proved to be essential because of the enormous variety of skills, experiences, qualifications, backgrounds and aspirations within the asylum seekers group. The skills audit approach used has motivated asylum seekers and has been an empowering experience for most. Those who have been involved in the project and who have gained permission to remain in the UK have been more able to enter into the job-seeking role with little delay.

Regional and local organisations are now, as a result of the skills audit process, providing asylum seekers with opportunities. These include colleges, voluntary bodies and employers. The evidence produced by the skills audits has resulted in a greater awareness of the skills, experience and potential of asylum seekers. NIACE has developed a network of public and private sector organisations that are now more likely to take on asylum seekers as trainees, volunteers and potential employees.

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Employers and employer's group representatives were invited to several NIACE ASSET-UK dissemination events. Employers' representatives on the project steering groups were updated in detail on the work of ASSET-UK as it developed in the East Midlands. Many employers will have also read about the work of the project through publicity given to the project from newspaper and magazine articles and through television broadcasts.

CASE STUDY (2):

The Bridges Project, ATLAS Development Partnership, Glasgow, Scotland

The Bridges Project is the only work shadowing/experience scheme for asylum seekers and refugees in Scotland. Work shadowing is a tried and tested way for individuals to observe the work of others, gain first hand experience of the working environment in the UK and so develop a better understanding of workplace culture. Supported by a website, www.bridgesprogrammes.org.uk, the project aims to build bridges between asylum seekers and employers and between different communities to reduce prejudice, fear and hostility on both sides. In this project, participating asylum seekers and refugees were expected to have a reasonable standard of English. Project staff help asylum seekers to find opportunities for work shadowing, giving them a great opportunity to get back into the work environment without breaking any rules.

The project collaborates with a wide variety of agencies to develop services to meet the employment and training needs of refugees within Scotland. Its firm commitment to collaboration and strong belief in collective solutions, has proved to be an effective approach to creating pathways to appropriate employment for successful asylum applicants and assisting public and private sector employers faced with skills shortages that are becoming increasingly serious.

The project has been a huge success as is borne out by the comments below from participants:

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"The Bridges Project is about building real and stable bridges where you can find your way getting closer to the community. Work shadowing is the first important environment where you can incarnate and improve the structure of your crude skills. I really appreciate your effort in this communal project. God bless." Asator Ghazarians, Architect

"Doctors, Nurses and Pharmacists who have offered placements to asylum seekers have found it a rewarding and enriching experience. Apart from the obvious skills that the participants had the most impressive attribute was the attitude of those who engaged in the process, they were keen to work, interested and enthusiastic. Their commitment to their profession shone through despite cultural and language differences." Norma Bennie, Community Liaison Manager, NHS Argyll & Clyde

"I have found The Bridges Project to be of great benefit to myself. I believe it would be both useful and helpful to many other asylum seekers and refugees. All of the staff involved in the project have been very encouraging and supportive. I hope this project will continue and expand in the future." Azim Shirani, Professor of Modern History

"Asylum seekers have many skills that can contribute to the local labour market and support the regeneration of the city. Work shadowing can help them to retain those skills and find employment if they get leave to remain." Councillor Charles Gordon, Glasgow City Council

CASE STUDY (3):

Want2Work Development Partnership, Denmark

Want2work aims to prepare asylum seekers for the Danish labour market, to help employers to be more receptive to asylum seekers and address the country's skills shortages. Led by the Danish Red Cross [DRC] the project is supported by a number of national and local organisations including the Confederation of Danish Industries, the Danish Food and Allied Workers Union, The Association for Integration of New Danes in the Labour Market, CO-industri, The National Olympic Committee and Sports Confederation of Denmark, The City of Copenhagen, Care4You and The Danish Immigration Service. Since the launch of the first round of the project (May 2002 – April 2005) want2work has supported 850 people.

As asylum seekers are not allowed to take up paid work in Denmark, the project provides opportunities for productive activities that prepare asylum seekers to join the labour market as early as possible after receiving a positive decision. Skills auditing is core to the scheme and this leads to tailored programmes for participants. These include placements, workshops and Danish language classes. In addition to skills audits, work placements or internship, the project offers:

- Labour market oriented Danish classes.
- assistance writing their CVs.
- an introduction to legislation related to the Danish labour market, including rights and responsibilities as well as written and unwritten rules and practices at the workplace.
- social, health care and IT training.
- starting your own business training.
- mentoring.

Want2work also prepares the employers to respond positively to asylum seekers as a new untapped pool of potential workforce. Such preparation involves:

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- Providing information packages to companies.
- Holding meetings with companies.
- A one-day training programme in intercultural communication for companies (free of charge).
- Facilitating discussion groups for employers and employees who have direct contact with asylum seekers; and
- Presentations by the Asylum Seekers Information Group, a group set up to establish a dialogue with the employees in companies that expressed an interest in becoming involved.

The approach was inspired by the Diversity Management approach in Denmark.

The project supported asylum seekers to get an internship or work placement in a reputable Danish company or organisation. As most asylum seekers live in Accommodation Centres, work placements offered a vital opportunity to be in contact with Danish people and begin to participate in society, and in so doing start to live a normal life. All involved were clear that placements are most effective in terms of preparing asylum seekers for integration, increasing the speed of learning Danish language and as the best way to learn labour market norms and values.

The project team ensures that companies do not find creating volunteering opportunities for asylum seekers an onerous task by providing any necessary training as well as induction to work routines. As a result feedback from the companies involved has been generally positive. In general large companies are more likely to take advantage of the training that the project offers or attend meetings; while small companies tend to rely on a single contact person for referrals and support. Further support is available from want2work's comprehensive website, www.want2work.org, which offers a wide range of downloadable guides, training materials, a CV bank and a database for skills auditing.

4. Key Challenges in the Vocational Integration of Asylum Seekers in the UK

The challenges facing projects that aim to support the vocational integration of asylum seekers in the UK, and other EU countries, are many⁵:

- Asylum seekers face multiple barriers to employment and are among the most disadvantaged groups in the UK labour market, followed closely by refugees.⁶
- They are not homogeneous but have diverse needs that require individualised solutions.⁷
- Asylum seekers face significant barriers to volunteering.⁸
- A significant proportion of asylum seekers in the UK are not allowed to take paid employment.⁹

The withdrawal of the concession allowing asylum seekers, who had been in the UK for more than six months to apply for permission to work soon after ASSET UK began, severely restricted the ability of NIACE's Skills Audit project to engage with employers, particularly in the private sector. Encouraging other organisations to develop similar schemes, as part of the mainstreaming strategy, has also been more difficult.

Our case studies faced particular challenges such as:

- Complex qualification procedures for certain professional occupations in the UK. These include health professionals such as doctors and nurses. It has also proved difficult to formally test or accredit the skills of manual workers such as drivers, construction workers or mechanics.

⁵ (1) mbA (1999) *Creating the Conditions for Refugees to Find Work* Refugee Council, London; (2) Shiferaw D and Hagos H (2001) *Refugees and Progression Routes to Employment*, Refugee Council, London; (3) London Research & Information Centre (1999) *Refugee Skills*, Peabody Trust; (4) Sargeant, G et al (2000) *Turning Refugees into Employees*, Industrial Society; (5) Schelleken, P (2002) *English Language as a Barrier to Employment*, Training & Education, DfEE

⁶.. DfEE (2000) *EQUAL GB Community Initiative Programme (2000-2006)*

⁷ Aldridge, F and Waddington, S (2001), *Skills Audit of Asylum Seekers in the East Midlands*. NIACE, Leicester

⁸ Wilson, R 2003 p 27

⁹ The Refugee Council (2005), *The Forbidden Workforce: Asylum Seekers, the Employment Concession and Access to the UK Labour Market*. London

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- Loss of skills and confidence caused by lengthy periods of unemployment and feelings of disempowerment.
- Insufficient vocationally oriented language programmes.
- Changes in immigration and asylum legislation in the UK and Denmark which increased the administrative burden for project staff at the time when they had very limited resources to implement the project.
- Changes in the Danish economy has led to increased competition for job training positions and asylum seekers now have to compete with the unemployed Danish citizens and refugees with work permits for available training places.
- New legislation in Denmark has restricted the period asylum seekers are allowed to take up training positions to a maximum of 3 months.
- Moreover, a significant number of asylum seekers were denied access to the programme because of their lack of Danish language skills.

The experience of the three projects, and research cited earlier, suggests that employer perceptions present a barrier to participating in such an empowering and mutually beneficial process. Among other concerns, employers may worry about:

- Inadvertently contravening the law, the status of qualifications gained overseas and the lack of references.
- Negative publicity from a press that is hostile to asylum seekers. Even those, who employ refugees and asylum seekers with permission to work, are sometimes reluctant to share their positive experiences because of the negative publicity that may ensue.

As in the case of other workplace training – basic skills training in the workplace for instance - employers need to be convinced about the business advantage of getting involved in vocational integration projects for asylum seekers. While many employers will remain unresponsive to the most creative employer engagement campaigns, our case studies clearly demonstrate that project staff with the right attitudes, aptitudes and skills who are well trained and supported, can overcome employer resistance and set many asylum seekers on the route to vocational integration. Admittedly engaging employers in vocational integration projects, in the UK, Denmark or elsewhere, is a resource-intensive process but the evidence from the case studies demonstrate that the benefits to both the individual and the employing organisation are well worth the effort and expense. In the next section we outline the measures we developed to overcome some of the obstacles encountered by asylum seekers.

5. Overcoming Challenges

Our three case studies adopted similar approaches to meeting the challenges to labour market integration for asylum seekers. We have broadly categorised success factors common to all three and provided further details under the following headings:

- Responding to employers' concerns and needs.
- Auditing asylum seekers skills, matching them to potential placement opportunities and providing any necessary training and support.
- Working collaboratively with key local and national agencies.
- Employing project staff with the right aptitudes, positive attitudes and experience in guidance, training and education.

Responding to employers' concerns and needs:

Employer surveys in recent years have identified skills shortages and gaps as a persistent problem. Many employers are already employing migrant workers to fill skills shortage areas. The projects have presented asylum seekers with skills, qualifications and valuable experience, as well as a willingness to learn as an attractive, untapped pool of potential workforce. By offering work placements, work shadowing and other volunteering opportunities to asylum seekers, employers also have the opportunity to assess their suitability for the job at minimal cost and without a long term commitment. Home Office guidance on volunteering for asylum seekers

http://www.ind.homeoffice.gov.uk/ind/en/home/laws_policy/refugee_integration0/volunteering_and-mentoring.html is available from the companion ASSET UK report, "Working with Asylum Seekers and Volunteers".

Asylum seekers are often willing to do jobs for which they are overqualified.¹⁰

Other research on employer involvement reports “that employers point to the benefits of recruiting refugees, including their commitment, strong work ethic and productivity”.¹¹

Matching Skills to Opportunities

Auditing participants’ skills has been crucial to success of the project. It can also be very empowering for people who may feel very demotivated and deskilled because of their experiences as asylum seekers. The Skills Audit methodology used by NIACE and want2work is inclusive of those who may not have employment experience as it works with them to identify skills acquired through their life experience as well as their aptitudes for particular types of work.

Skills Audits also identify gaps in skills and knowledge to inform action plans for further training or self-directed learning. Project support would include receiving pre-placement training and induction from project staff or mentors where available.

All the projects emphasised the value of placements and work shadowing opportunities, whether in private or public sector or voluntary organisations, as a way to accelerate progress in preparing people for employment. In addition they are invaluable in helping participants to improve language skills. To summarise, participants gained:

- an awareness of local working environments;
- information on the latest developments in their occupational fields;
- knowledge of recruitment and application mechanisms;

¹⁰ Aldridge, F and Waddington, S (2001), Skills Audit of Asylum Seekers in the East Midlands. NIACE, Leicester;
Bloch, A (2002) Refugees: Opportunities and Barriers to Employment and Training. DWP. The Refugee Council
(2005) The Forbidden Workforce: Asylum Seekers, the Employment Concession and Access to the UK Labour Market. London.

¹¹ Hurstfield, J. et al (2004) Employing Refugees: Some Organisations’ Experiences. Institute of Employment Studies, London

- knowledge of workplace, occupationally related language and local variations; and, most importantly,
- opportunities to showcase and build-on existing skills.

Collaborative Working

Our case studies list some of the organisations that made major contributions to the success of the projects through offering expertise and knowledge, opening doors, providing resources and adding value and much else.

NIACE, for instance, had established close links with the East Midlands Development Agency Business Champions Group. The project hosted events for Champions and employer members of Business in the Community to raise awareness of asylum seeker skills and seek collaboration in arranging work orientation opportunities. This resulted in the offer of work orientation opportunities and eventually, in some cases, to paid employment following the award of refugee status. In another case a prominent local accountant who had come to the UK as a refugee in the 1970s offered to give a speech at the Leicester ASSET-UK award ceremony in 2004.

Organisations planning to establish similar programmes would be well-advised to establish working relationships with:

- National, regional and local employer organisations and networks eg the Confederation of British/Danish Industries, Chambers of Commerce, sector forums;
- Professional bodies and trade unions;
- Local authorities and public sector employers;
- Voluntary organisations;
- Job centres, business link and small business advisers;
- Refugee and asylum seeker support agencies.

There is much to be gained too from working across borders at a transnational level, by taking a collaborative approach to project design, development and implementation. The transnational partnership which NIACE's project had with want2work in Denmark illustrated how skills audit systems can work anywhere in Europe, where inward migration is occurring. In concrete terms the partnership provided examples of skills audit recording systems which can be adapted for local use, the benefits of using IT systems, the involvement of employers and the benefits of skills audits in very different settings which they disseminated at a joint transnational conference held in May 2003.

Project Staff

These projects were implemented successfully and made an impact because they employed staff with the right skills. Not only did they have committed, enthusiastic and professional teams with good 'people skills' and a 'can do' attitude, but they were also skilled guidance workers, able to relate to asylum seekers. In every case they placed their clients at the centre of the process, spending time with each one to identify both hard and soft skills and provide guidance and choices for individual action plans.

The project workers also had strong advocacy skills and were able to communicate with employers on their own terms to persuade them of the advantages of including asylum seekers in their workplaces. In addition they were good at developing and maintaining databases of contacts in order to arrange appropriate opportunities for learning, training, volunteering and work experience.

In addition to having solid knowledge about local opportunities and guidance issues, the teams had to have a strong grasp of legislation relating to asylum seekers. They need, for instance, to be able to reassure organisations offering work placements that volunteering is considered to be an acceptable and constructive activity for asylum seekers to engage in while waiting for a decision.

6. Conclusion

While engaging employers in preparing asylum seekers to find work commensurate with their skills, experience, aptitude and aspirations, may appear to be a mammoth task we hope that our case studies have demonstrated that it is both possible and rewarding to the individual, employing organisation and society in general.

Our three case studies demonstrate that asylum seekers, employers, project teams and other social partners can work together to achieve impressive outcomes. The evidence suggest that skills audits empower asylum seekers and ensure that their skills, experience and qualifications are taken account of in considering education, training and employment options.

Our projects have benefited from project funding from the EQUAL Community Initiative and other sources such as the Learning and Skills Council which enabled them to trial creative and innovative ideas. However, the key elements that influenced the achievements of our work could be transferred and adapted to other contexts using available resources and expertise.

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Websites:

www.asset-uk.org.uk: *Engaging Employers in the Vocational Integration of Asylum Seekers in the UK* and for information on all ASSET UK DP projects

www.bridgesprogrammes.org.uk: for information on the Bridges Project in Glasgow

www.niace.org.uk/projects/ASSET-UK/Default.htm: for information on NIACE's skills audit project.

www.want2work.org: for information on want2work in Denmark.

www.refugeecouncil.org.uk

www.ind.homeoffice.gov.uk/ind/en/home/laws_policy/refugee_integration0/volunteering_and_mentoring.html: guidance on volunteering for asylum seekers