

**DIFFERENTIATED EXPERIENCES AND EXPLORATORY
CHALLENGES OF REFUGEE WORKPLACE INTEGRATION**

THE AMSTERDAM APPROACH TO ASYLUM STATUS HOLDERS

A MULTI-SCALAR INQUIRY: UNFOLDED FROM MAJOR TO MINOR SCALES

MASTER THESIS: INTERNATIONAL DEVELOPMENT STUDIES

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ABSTRACT

Despite growing importance of Corporate Social Responsibility across various disciplines and industries, its relevance and experiences regarding refugee workplace integration has been underexplored. Knowing that there is a growing need for empirical field data from welcoming businesses promoting refugee career entry, this research aims to gain insight into the differentiated experiences and explanatory challenges of refugee workplace integration by a multi-scalar inquiry under the umbrella of the ‘Amsterdam approach for Status Holders’ within the municipality of Amsterdam, the Netherlands.

By means of a mixed-method approach, this study consists of quantitative and qualitative data with the ambition of contrasting the multi-dimensional experiences and challenges of refugee workplace integration. Therefore, this study has elaborated on the Amsterdam approach (institutional-level), with a main focus on CSR enterprises (organizational-level) and refugees (individual-level). The diversity of methodological approaches, including exploratory conversations, an online descriptive survey, a focus group discussion, and in-depth interviews, have supported in understanding differentiated experiences and challenges in respect to refugee workplace integration under the Amsterdam approach.

Initiatives like the Amsterdam approach are of high importance to creating a social safety net of welcoming businesses for promoting refugee workplace integration. Especially CSR enterprises have indicated to embrace a potential character for such social impact. Correspondingly, status holders experienced to feel more integrated on the workplaces of CSR enterprises cooperating with the Amsterdam approach, compared to previously work experiences at non-CSR enterprises within the Netherlands. Nonetheless, the discussed findings support ongoing debate regarding refugee workplace integration within the institutional- and organizational level by showing the subtle ways that imbalanced power relations (re)produce integration as a one-way process without continuous efforts from both sides. Such discursive positionings have been fueled with a discourse of lack surrounding status holders, with ‘shortcomings’ like fluency and assertiveness being the main drivers of this normalized discourse of challenges regarding refugee workplace integration. Although, language proficiency has been addressed as major challenge in supporting integration on the workplaces, this can also be related to inadequate assistance and implementation of supportive instruments by the Amsterdam approach. Regarding the growing urgency for refugee integration, this study has shared a critical discussion concerning the Amsterdam approach, followed by policy and future research recommendations to encourage sustainable refugee workplace integration.

Key words refugee workplace integration, CSR enterprises, process of adaptation, discourse of lack, COVID-19.

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1. INTRODUCTION

In 2019, it has been indicated that 79.5 million people have been forcibly displaced worldwide, whereof 26.0 million are identified to be refugees (UNHCR, 2019). According to the UN, refugees and asylum seekers are considered to be the most vulnerable people on earth (UNCHR, 2015). In Europe in 2015, the number of asylum applications has surpassed those in any of the last thirty years which has mainly been influenced by the conflict related mobility flows due to the civil war in Syria (Aiyar et al., 2016). Until today, not all asylum seekers have been recognized as refugee. Nevertheless, host countries have to generate ways to integrate uncommon numbers of refugees into their societies and labor markets due to this Mediterranean refugee crisis (OECD & UNHCR, 2016). This surge has raised questions whether the EU had and still has the ability to quickly integrate this vulnerable group of newcomers into the economy and society.

In the Action Plan on Integration and Inclusion 2021-2027 by the European Commission (2020, p. 1), it has been argued that “Integration and inclusion are key for people coming to Europe, for local communities, and for the long-term well-being of our societies and the stability of our economies”. Within this action plan, integration is mentioned to being both a right and a duty for all. Meaning that, as the ongoing refugee crisis faces a great number of challenges, it therefore requires a systematic support of private and public entities, like governmental organizations, non-governmental organizations, community organizations and also businesses. With regards to the latter, Wang & Chaudhri (2019, p. 290) have argued that “the scale of the refugee crisis in Europe necessitates long-term, multi-stakeholder solutions by means of business participation on national, regional and local level”. In this way, Corporate Social Responsibility (CSR) has been introduced as pivotal role towards refugee (economic) integration where businesses promote social impact which can lead to supporting and advancing refugee integration into the labor market (ibid.).

Despite growing importance of CSR across various disciplines and industries, its relevance regarding the refugee crisis has been underexplored (Wang & Chaudhri, 2019). Thereby, there is a growing need for empirical field data from the experiences of CSR businesses which provide support towards refugees on the labor market of the host country (ibid.). Evidence, like the stakeholder action plan for employers, refugees, governments and civil society by the OECD & UNHCR (2018), has shown that incorporating refugee integration as a specific manifestation of CSR is not unheard. However, generating economic support for refugees show to include a multitude and complex number of factors, like language proficiency, matching skills, legal framework, cost and business incentives, attitudes and expectations and right to work (OECD & UNHCR, 2016). Thereby, it has found that employers lack the knowledge about how refugees can potentially increase the profitability of one company and therefore generate a better understanding of the real versus assumed costs compared to the employer’s benefits (OECD & UNHCR, 2018). This has been reflected by the stakeholder action plan as employers lack evidence on the benefits of employing refugees and on the governmental supportiveness which could help employers within the process of actively participating refugees into their company (OECD & UNHCR, 2018, p. 6).

In order to reach tailor-made and long-term solutions by means of such welcoming businesses, the importance of public-private partnerships with governmental institutions have been acknowledged (Juzwiak, McGregor & Siegel, 2014). A growing number of countries, including Germany, Norway, Sweden and the Netherlands, have already taken steps for better identification of refugee skills and matching with training programs in cooperation with CSR businesses and local institutions (OECD & UNHCR, 2016, p. 6). Within the Netherlands, public-private partnerships between municipalities and

employers are recognized to be of high importance when looking at labor participation and therefore integration of refugees. This is also due to the Dutch Participation Act, which indicates that anyone who can work, however, cannot access the labor market without support falls under the Participation Act. This law should ensure that more people become employed, including the ones with occupational disabilities. Within this act, municipalities are responsible for supporting status holders in finding a place on the labor market. Research by Razenberg & De Gruijter (2016, p. 31) has shown that the Dutch municipalities have been willing to intensify their connections with local employers regarding the employment of refugees in order to generate more work (experience) places. This is of high importance as, according to many Dutch municipalities, there has been a shortage of suitable jobs in local regions for refugees in particular (ibid.). Nonetheless, integration does not stop after a defined period of time, nor does integration on the workplace when a refugee has solely acquired a job on the labor market of the host country. Therefore, a study from the UK has addressed the importance of refugee workplace integration which is a collective responsibility of integration on the workplace requiring the engagement of various actors including governments, organizations and refugees (Lee et al., 2020, p. 5). This shows the need of a multi-scalar approach, incorporating three levels – institutional-level, organizational-level and individual-level (Lee et al., 2020). “With a rising call for socially responsible businesses and inclusive workplaces, management scholars and practitioners need to pay attention to the issue of refugee workplace integration and acknowledge the need for impactful research and practice in this arena” (ibid., p. 17).

To integrate refugees within the Dutch economy and society, the municipality of Amsterdam has introduced the *Amsterdam Approach to Asylum Status Holders*, also referred to as the Amsterdam approach. The core of this approach is to intensively guide refugees to employment or education as early as possible leading to active participation on the labor market. As the European Commission (2020) has mentioned, successful integration of migrants depends both on early action and long-term investment, this approach seems to have great potential to leading towards successful refugee integration in Amsterdam. The potential opportunities, challenges, and recommendations for the Amsterdam approach’s effectiveness on refugee integration has been reflected by a recent study (Regioplan Beleidsonderzoek, 2019). Nonetheless, within this study the pivotal role and experiences of socially responsible businesses regarding workplace integration have been left behind. Knowing that there is a growing need for empirical field data from welcoming businesses, this research aims to gain insight into the experiences and explanatory challenges of refugee workplace integration investigated by a multi-scalar inquiry including three levels, the Amsterdam approach (institutional-level), CSR businesses (organizational-level) and refugees (individual-level). Within the purpose of this research, there will be a main focus on the latter two levels. In this way, the following research question has been stated: *What are the experiences and exploratory challenges which influence refugee workplace integration within the Amsterdam approach?* To answer this research question, the following chapter will generate an overview of the major theories and approaches used in order to lead to a better understanding of the theoretical context. This will be followed by a regional thematic framework, an elaborated chapter regarding the methodology, data analysis, discussion and finally a conclusion. First, the academic relevance and development relevance will be discussed in the following sub-chapters.

1.1 ACADEMIC RELEVANCE

Studies with regards to the ongoing refugee crisis and refugee integration have mainly highlighted the challenges of integrating this vulnerable group within host societies. However, due to the establishment of the Sustainable Development Goals (United Nations Global Compact, 2017), more daylight has shed on the importance of businesses to play a vital role, together with other institutional actors, in solving

grand societal challenges. Accordingly, Wang & Chaudhri (2019) have acknowledged that a growing importance of incorporating CSR can generate long-term, multi-stakeholder solutions to refugee workplace integration and at the same time enhance employee-organizational identification. Nonetheless, there is a need for more empirical field data from socially responsible companies and individual evidence on the experiences of workplace integration. To expand the academic understanding of refugee workplace integration within socially responsible companies, this research will provide empirical data of experiences from socially responsible companies co-operating with the governmental institutions and the differentiated impact on the individual level. Moreover, it aims to identify the experiences and challenges of supportive instruments for socially responsible companies leading to durable solutions for refugee workplace integration locally. Additionally, the effects of this partnership will be reflected on refugees to reaching tailor-made solutions to building self-reliance instead of solely addressing them by numbers.

1.2 DEVELOPMENT RELEVANCE

As reaction on highly influencing, large-scale movements taking place globally, like the Mediterranean migration crisis, global compacts have been established. The Global Compact for Refugees under the New York Declaration for Refugees and Migrants is such a reaction to reaching global solidarity and refugee protection (IOM, 2020). This compact implements the Comprehensive Refugee Response Framework (CRRF) which shares a vision by all UN State Members towards shared responsibility, including 23 objectives to call for greater support to refugees and the countries hosting them (UNHCR, 2021). Within the CRRF, one of the pillars incorporates ‘Durable Solutions’ with a strong focus on local integration of refugees. This can be linked to ‘Facilitating fair and ethical recruitment and conditions for decent work’ (Objective 6) and ‘Empowering migrants and societies for full social inclusion and cohesion’ (Objective 16). This together with the recognition that refugees and asylum seekers are considered to be the most vulnerable people on earth (UNHCR, 2015), shows the importance of refugee workplace integration within the host society.

This research will shed daylight on sustainable employment for promoting refugee workplace integration by means of long-term partnerships between a governmental institution and welcoming businesses. It will generate insight into the experiences and challenges, leading to potential opportunities on the support from employers to help integrating refugees into the workplaces of host society. Moreover, it will generate a better understanding of the differentiated effects of such partnerships on workplace integration on status holders. Information generated from this research can help to create national guidelines for Dutch municipalities to generating durable partnerships with welcoming businesses considering refugee workplace integration. At the same time, this research will shed greater attention on the fact that refugee workplace integration should be seen as an investment for organizations, instead of a burden. As no one should be left behind, anybody should be able to effectively exercise their rights and have access to opportunities and security (European Commission, 2020).

2. THEORETICAL BACKGROUND

2.1 INTEGRATION

The right of human beings to seek asylum from being forcibly displaced, has been globally recognized by the international refugee protection. According to the 1951 Refugee Convention, a refugee is defined

as “someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion” (UNHCR, n.d., p. 3). Moreover, the convention indicated that refugees should gain access to schooling, medical care and the right to work in the host country. Regarding the latter, Dadush & Nieburh (2016, p. 2) have argued that unlike voluntary migrants, forced migrants entering a host country often “lose most of their assets, and may end up in a place where job opportunities for them are scarce or completely absent.” In this way, refugees can face a great number of challenges regarding their willingness to integrate into the labor market of the host country. The importance of integration has been shown by its presence in various addressed policies and academic fields, mainly in relation to refugees and their settlement within host countries. However, integration as a concept has been recognized to incorporate different academic understandings. Acknowledging these different perceptions is therefore of high importance before applying such a highly contested term in research.

To start with, Ager & Strang (2008) have stated that policy development and productive public debates are both threatened by the fact that the concept of integration is used with widely differing meanings. This indicates that integration is a highly contested concept within the field of migration. Additionally, Alencar & Deuze (2017, 152) have also stated that “Despite the significant development of empirical research, there is a lack of consensus on what the concept of integration refers to.” According to Favell (2003), there is no clear measurement to evaluate whether an individual has been integrated into a new society. Nonetheless, sometimes integration is recognized as the full assimilation of migrants into the new culture (Ward, 2013). Noteworthy, the term has mainly been used in European context to explain the political, economic, cultural and social standards to which a migrant should live up to in a host country (ibid.). Due to its many different understandings, Ager & Strang (2008, p. 166) have identified a conceptual framework defining ten core domains which shape understandings of the concept of integration. Within this framework, employment is indicated as one of the ‘Markers and Means’, which identifies that employment, together with housing, education and health, support the achievement of integration.

Besides this, Phillimore (2011) has addressed that within the relationship of refugees and host countries, most important is the recognition that integration is always ongoing and that the notion of an ‘integrated society’ is hard to be conceived as the process of integration requires continuous efforts from both sides. Herewith, Berry (1997) has identified power imbalances by describing the established cultures as ‘dominants’ and the new arrivals as ‘non-dominants’. When it comes to integration of people from non-dominant, ethno-cultural groups, four acculturation strategies have been identified including integration, assimilation, separation and marginalization (figure 1). *Assimilation* means giving up one’s own culture to become part of the society in which one finds oneself within the dominant host society. Therefore, one is not intended to retain the identity and culture of the dominant. Meanwhile, *segregation* shows the other way around, where the identity and culture of one is highly valued. While with *integration* people value both to maintain one’s own culture and at the same time are open to enter the society and culture of the host country. This requires connection between the dominants and non-dominants to enable the emergence of new values and identities. Moreover, *marginalization* means that one is not willing to get into contact with the dominant nor with the non-dominant as one does not find any opportunities to connect with the culture of the country of origin either. To encourage the acculturation process, assimilation and integration have been classified as the two most relevant models.

Figure 1. Acculturation strategies (after Berry, 1997).

		Importance of maintaining cultural identity and characteristics	
Relationships with larger society valued		Yes	No
	Yes	Integration – preferred, UK policy, mutual adaptation	Assimilation – one-sided adaptation
	No	Separation – chosen or enforced by society	Marginalisation – can result from exclusion or discrimination

Source: Phillimore, 2011, p. 579.

Within the current era, the term ‘emplacement’ has as well shed daylight into the academic field of migrant integration studies in the context of urban spaces. According to Glick Schiller & Çağlar (2016, p. 5), emplacement can be defined as “the social processes through which a dispossessed individual builds or rebuilds networks of connection within the constraints and opportunities of a specific city.” Therefore, this concept connects together space, place and power with sociabilities, which are “the relationships of social support providing help, protection, resources and further social connections” (ibid., p. 2). Meaning that, social processes reflect on the sociabilities of emplacement as these connect migrant newcomers and local urban residents, two perspectives, which both build towards their social belonging to the city. At the same time, due to emerging patterns of superdiversity in urban places, such as in the UK, the notion of integration has been questioned by Wessendorf & Phillimore (2019). Therefore, it has been doubted whether bridging social capital with members of the dominant society is the only way to promote integration. Therefore, different types of social relations have been identified which can also enable migrant pathways into housing or work, for instance by being embedded into migrant social networks including various national backgrounds.

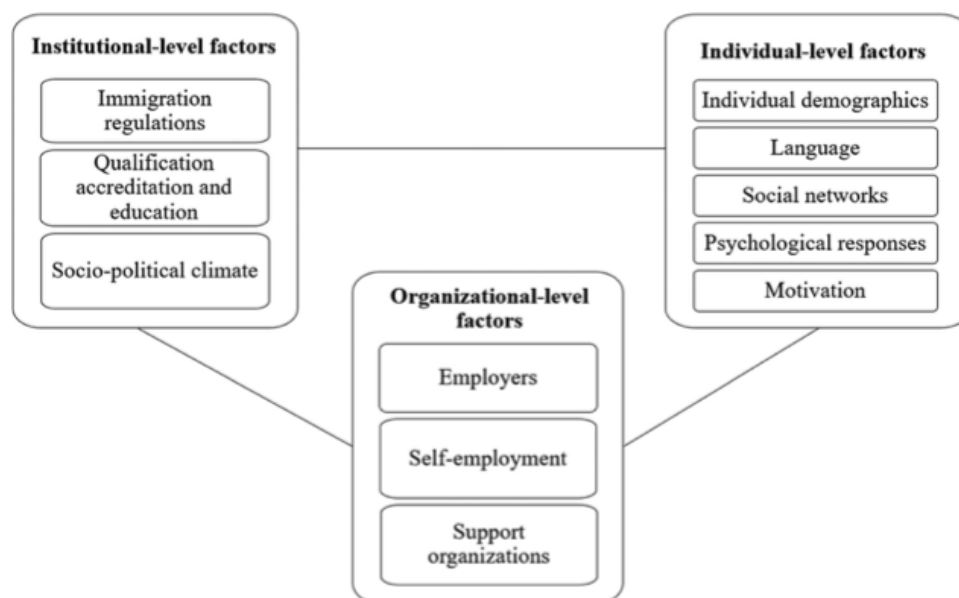
Despite the fact that embedding incorporates the notion of the urban context and the importance of bridging social capital, nowadays integration is still the main concept derived from policies and implications. While integration and assimilation are often intertwined concepts and discussed at the same time, it is of high importance to recognize that this needs to be avoided as both concepts support different perceptions as mentioned above. Therefore, within this research, integration will be mainly referred to as used concept as this research does not aim to address assimilation by deconstructing the identity and culture of refugees. Moreover, it aims for refugee workplace integration which acquires effort from both sides, the Dutch society and the refugees referred to as the non-dominant, ethnic minority culture. Therefore, integration is seen as most applicable regarding refugee integration policies and implications as it is a dynamic, multidimensional, and two-way process of adaptation to a new culture which takes place over time. Therefore, within this research there will referred to integration.

2.2. REFUGEE WORKPLACE INTEGRATION

With regard to refugee integration, “employment has consistently been identified as a factor influencing many relevant issues, including promoting economic independence, planning for the future, meeting members of the host society, providing opportunity to develop language skills, restoring self-esteem and encouraging self-reliance” (Ager & Strang, 2008, p. 170). Moreover, the integration process does

not stop when someone acquires a job since inclusion on the workplace is not self-evident. By means of a study in the UK, Lee et al. (2020, p. 3) have shed daylight upon the importance of workforce integration, defined as the “process in which refugees engage in economic activities which are commensurate with individuals’ professional goals and previous qualifications and experience, and provide adequate economic security and prospects for career advancement.” Therefore, this concept has shown that integration on the workplace also necessitates a multi-scalar inquiry by incorporating three scales – institutional-level factors, organizational-level factors and individual-level factors (figure 2). This multi-scalar inquiry goes hand in hand with the fact that integration has been identified as a dynamic, multidimensional, and two-way process. Therefore, a multi-scalar approach will be used throughout this research by unfolding refugee workplace integration from major to minor scales with a main focus on the organizational- and individual level. In addition, some adjustments have been made by including additional factors which have also been introduced within the academic relevance of refugee workplace integration. These factors will be introduced within the three different levels.

Figure 2. Factors influencing refugee workforce integration.



Source: Lee et al., 2020, p. 4.9

2.2.1. INSTITUTIONAL-LEVEL FACTORS

According to Lee et al. (2020), the institutional level exists of three influential factors, including immigration regulations, qualification accreditation and education, and socio-political climate. However, the effort to matching a refugee’s qualifications and education necessitates a two-way process, from both institutions and organizations. Therefore, the second factor has been revised to ‘public-private partnership’. Therefore, the institutional-level factors include immigration regulations, public-private partnership and socio-political climate.

Immigration regulations. The complexity of institutional-level factors affecting refugee workplace integration includes a great number of global conventions, international regulations, national regulations, and local immigration regulations. For instance, the 1951 Refugee Convention indicated that refugees should gain access to schooling, medical care and the right to work in the host country.

While this convention asks for sovereignty and responsibility of nation-states to protect refugees, research has also indicated that immigration policies on international, national, and also local level often address political agendas instead of the wellbeing of individuals (Czaika & De Haas, 2011). On the other side, well-intended immigration policies and institutional environments created to support refugees can also negatively impact financial and social self-sufficiency of refugees (Lee et al., 2020).

Public-private partnership. Dadush & Nieburh (2016, p. 2) have argued that unlike voluntary migrants, forced migrants entering a host country often “lose most of their assets, and may end up in a place where job opportunities for them are scarce or completely absent.” In this way, refugees can face a great number of challenges when seeking for employment and finding recognition of foreign qualification and education. Refugees are often highly educated compared to other groups of immigrants (Muus, 1997). However, many often experience lack in proof of previous qualifications and therefore become underemployed within the labor market of the host country since they are more likely to work in lower status- and lower paying jobs (Campion, 2018). Similarly, a study including 2000 refugees in Australia showed that pre-immigration education is negatively related with employment outcomes (Cheng et al., 2017). Evidence has suggested that “successful resettlement depends on programmes which allow them to find a place in the new society, for example by converting their skills and qualifications so that they can be used in the new situation” (Anger & Strang, 2008, p. 170). This sheds daylight upon the importance of public-private partnerships which encourage such matching procedures. According to Juzwiak, McGregor & Siegel (2014), these partnerships are an important tool to improve refugee integration policies in cities. On the one hand, these partnerships can be instrumental in identifying challenges and opportunities by immediately putting them into practice which generates solutions in economic and labor dimensions of migration. On the other hand, businesses can be used as important source of funding and bring evaluation and monitoring techniques from the private to the public sector. Within the Netherlands, these public-private partnerships (PPP) between organizations and institutional bodies work together by means of two principles (Netherlands Enterprise Agency, 2020a, para. 2). Firstly, investment in the project from both parties, in financial sense (manpower, materials budget) and in an expertise-related sense (knowledge, networks). Secondly, both parties contribute to a societal and sometimes also commercial purpose.

Socio-political climate. Besides formal institutions like organizations, informal institutions can also highly influence employment opportunities for refugees. This can range from socio-cultural values and norms to the international, national, or local political climate. A study in the UK has found that there is an extensive polarized debate going on regarding the acceptance and integration of refugees into the workplace of hosting countries (Matar, 2017). Overall, this debate has an impact on refugee integration into the society, however, in particular on workplace integration. Accordingly, Lee et al. (2020, p.8) stated that “The politicization of refugees as a social burden or unwanted competition in the job market makes it difficult for them to find and secure meaningful employment and career advancement opportunities in receiving countries.” Eventually, this can lead to a rise in refugees’ perception of discrimination, which in turn negatively influences their career adaptability (Campion, 2018). Therefore, taking into consideration public sentiment and political rhetoric is of utmost importance.

2.2.2. ORGANIZATIONAL-LEVEL FACTORS

Besides the institutional level, multiple organizational-level factors have been identified existing of employers, self-employment, and support form organizations (Lee et al., 2020). However, within this research *self-employment* has been left out as refugee entrepreneurship will not be covered into this research. Instead, there will be focused on the perspectives of *employees* working at the socially

responsible companies by considering their ability to refugee workplace integration. Within the purpose of this research, *support from organizations* will be left behind as this research does not address the impact of supportive organizations. Since *support from public-private partnership* is a two-way process, this will be included as influential factor regarding workplace integration. Consequently, the organizational-level factors include Corporate Social Responsibility, employee relations and public-private partnership.

Corporate Social Responsibility. As mentioned by Wang & Chaudhri (2019), the scale of the refugee crisis in Europe necessitates long-term, multi-stakeholder solutions by means of business involvement. With the formation of the Sustainable Development Goals (Agenda 2030) all UN member states have accepted to contribute to collaborative action by governments, businesses, and the civil society to jointly generate solutions for sustainable development. The UN Global Compact (2017, p. 1) has stated that the realization of these goals “have provided a transnational imperative for businesses to play a vital role, together with other institutional actors, in solving grand societal challenges.” Regarding the great numbers of refugees trying to integrate into various host countries, the European Commission (2017) has launched the “Employers Together for Integration” initiative. This initiative has shed daylight upon the potential contribution of CSR businesses which is defined as taking responsibility for the impact of a business operation on man, the environment, and society (Netherlands Enterprise Agency, 2020b). Regarding the latter, this aims for urging businesses, large companies, SMEs, and public employers, to support the social progress of refugee integration in the labor market and giving more visibility to such efforts. According to Wang & Chaudri (2019), from the perspective of CSR businesses in terms of refugee integration, this means promoting refugee rights, supporting refugee career entry and advancement, and hiring refugees. Thereby, the role of corporate communication seems to be important when mediating refugee workplace integration. This includes efforts in communicating the importance of refugee workplace integration to stakeholders, raising awareness of the motives to integrating refugees on the workplace, the actual impact of the business activities, and CSR fit with organizational goals.

Employee relations. As mentioned before, refugee workplace integration goes hand in hand with formal and informal social connections on the workplace, which can be linked to sociabilities of emplacement. According to Knappert et al. (2018) refugees often experience a general climate of exclusion in the workplace. Within this study, there has been referred to Shore et al. (2011, p. 1265) which have determined inclusion as “the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness”. Accordingly, exclusion is identified when an “individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders” (ibid., p. 1266). Knappert et al. (2018, p. 71) have mentioned that ethnic minority group members feel excluded from the so-called ‘inner circle’ when they “felt uncomfortable, devalued, or alone at work, or excluded during breaks” at the workplace. Consequently, this was in line with a lower job satisfaction and their wellbeing of “non-mainstream” employees. Within the same research it has shown that female refugees were exploited and excluded by employers more harshly, because they tended to have limited work experience and thus were less likely to have other employment options. As stated by Lee et al. (2020, p. 9), “In many cases, refugees perceived employers, supervisors and co-workers as perpetrators of discrimination and exploitation through ignorance rather than malice.” Concluding, refugee workplace integration on individual level, has been indicated to be stimulated by job satisfaction, feeling comfortable and safe, social bridges, level of inclusion (belongingness and uniqueness), and the absence of discrimination on the workplace.

Support from public-private partnership. Within the purpose of this research, support from local institutions will be indicated by means of public-private partnerships. Accordingly, Juzwiak, McGregor & Siegel (2014) have argued that local governments, also referred to as municipalities, within global cities can play an important role in addressing social and economic challenges which derive from immigration and integration. This has mainly been argued as local institutions in urban spaces have “the ability to tailor policies to their communities’ needs, as opposed to national “standardized” policies. Moreover, they have the ability to coordinate other non-state actors such as businesses and NGOs to achieve a better integration of migrants and refugees” (Juzwiak, McGregor & Siegel, 2014, p. 2). Lee et al. (2020) have mentioned that such support from local institutions can be translated into training and career coaching, non-paid work experience, and labor market intermediary. However, this is mainly addressed to refugee workforce integration instead of refugee workplace integration.

2.2.3. INDIVIDUAL-LEVEL FACTORS

Within the purpose of this level, refugees are referred to as individuals. Since individuals are unique human beings and come from diverse backgrounds, it is important that individuals are considered to have their own unique successes and constraints while seeking for workplace integration. Therefore, one approach can have a differentiated impact. Accordingly, the most influential individual-level factors regarding refugee workplace integration have been determined. In this way, the individual-level factors include language proficiency, employee relations, and educational attainment and work experience.

Language proficiency. According to Lee et al. (2020), language competency plays a vital role when it comes to refugee workforce integration. Similarly, a study in the Netherlands has suggested that language proficiency of the host country’s native language is crucial for finding a job and also particularly in retaining employment and therefore refers to generating sustainable (long-term) employment (Razenberg & De Gruijter, 2020). The same study showed that language plays an important role to express themselves within the (internal) communication with co-workers without migration background and within the (external) communication with the customers depending on the job (ibid.). Another study in the Netherlands concerning Dutch municipalities has therefore identified that 71% of all municipalities already provide extra language courses and language buddy’s (Razenberg & De Gruijter, 2016). Next to this, Razenberg & De Gruiter (2020) have found that the number of language lessons followed by refugees has a positive effect on the chance of labor market participation. Thereby, the research has suggested that intensive language courses which specifically relate to the workplace jargon increases the language proficiency and one’s confidence level on the workplace. Finally, this research has suggested that dual language programs not only increase the chances of finding work due to a better language proficiency, refugees who are employed also learn the language on a faster pace.

Employee relations. As mentioned before, within the conceptual framework of Ager & Strang (2008), social connection plays a pivotal role in the integration process. In this way, social connection inevitably plays an influential factor within the concept of refugee workplace integration as well. As this is a two-way process, employee relations are both addressed within the organizational level and the individual level. As mentioned before, refugee workplace integration on individual level, has been indicated to be stimulated by job satisfaction, feeling comfortable and safe, social bridges, level of inclusion (belongingness and uniqueness), and the absence of discrimination on the workplace.

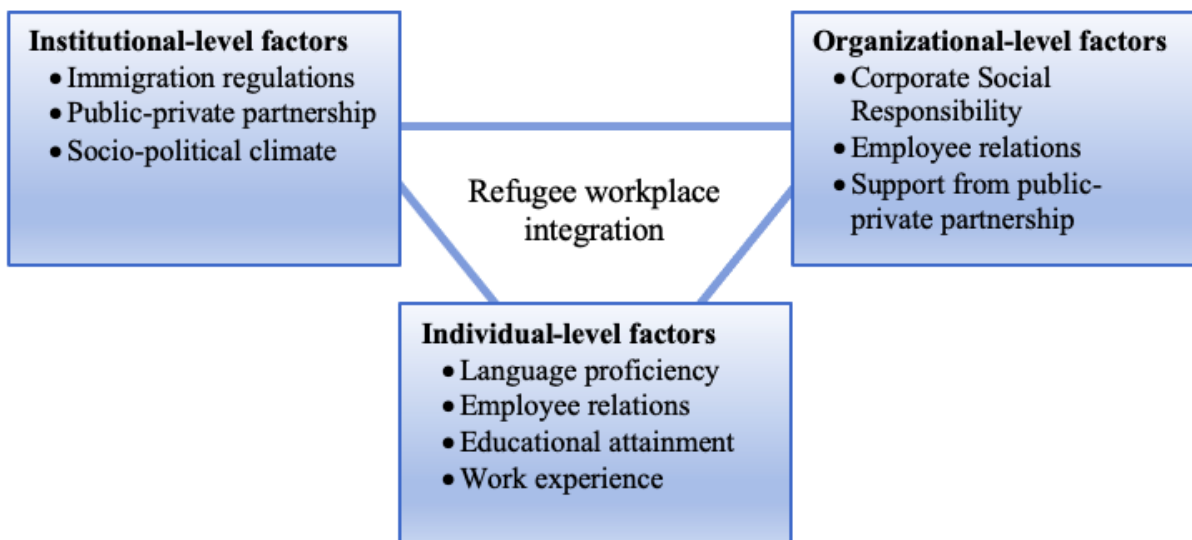
Educational attainment and work experience. A study in Australia has shown that the likelihood of participating in the labor force is higher for those who had pre-immigration paid job experience and for

those who have completed a study or job training (Cheng, Wang, & Taksa, 2019). Thereby, this study showed that “the chance of getting a paid job is negatively related to having better pre-immigration education but is positively related to having unpaid work experience and better health” (ibid., p. 21). Another study in the Netherlands has found that refugees with secondary school as their highest attained educational level are more often employed within 12 months compared to other educational attainment (Regioplan Beleidsonderzoek, 2019). Besides that, refugees with less educational attainment experience to have more difficulties with the recognition of qualifications and work experiences by employers. Thereby, Razenberg & De Gruijter (2020) have identified that recognition of one’s diploma in the country of origin is recommended. Hereby, it has indicated that translating and connecting the attained diploma to a comparable study in the host country can be very meaningful in matching to employment. Also, following job-oriented courses or training courses which specifically prepare for a particular profession can be meaningful as well.

2.3. CONCEPTUAL FRAMEWORK

As Lee et al. (2020) have indicated, refugee workforce integration necessitates a multi-scalar approach. Meaning that, all the above individual-level factors are intertwined with the institutional-level factors and the organizational-level factors. To visualize this multi-scalar approach between the different theoretical concepts, a conceptual model has been constructed as can be seen in figure 3. As integration is a dynamic, multi-dimensional and two-way process, a triangle has been identified including the three influential levels affecting refugee workplace integration. Within the purpose of this research, institutional-level factors relate to the Amsterdam approach (public), organizational-level factors are reflected by the CSR enterprises (private), and the individual-level factors can be translated to refugees.

Figure 3. Conceptual framework.



2.4. RESEARCH QUESTIONS

Refugee workplace integration necessitates a multi-scalar inquiry, therefore, this research aims to gain an insight into the experiences and exploratory challenges of refugee workplace integration within the different scales of the public-private partnership. This includes experiences and exploratory challenges from members of the Amsterdam approach, CSR enterprises, and refugees. Nonetheless, when it comes to refugee workplace integration there is a growing need for empirical field data from the experiences

of CSR enterprises, therefore, this research will include a stronger focus on the organizational- and individual scale with a nuanced focus on the institutional scale. Ultimately, this research will provide policy recommendations to the Gemeente Amsterdam to gain a more insight into the needs and opportunities of CSR enterprises and refugees regarding refugee workplace integration. This will be done by answering the following research question.

2.4.1. RESEARCH QUESTION

What are the differentiated experiences and exploratory challenges of refugee workplace integration within the Amsterdam approach for Status Holders?

2.4.2. SUB-QUESTIONS

The below-mentioned sub-questions have been formulated by means of the theoretical background and the regional thematic framework considering this research. The multi-scalar inquiry will be analyzed by a cross-level approach. Meaning that, similarities and differences between the scales will be shed to daylight. Eventually, the sub-questions will lead to answering the research question.

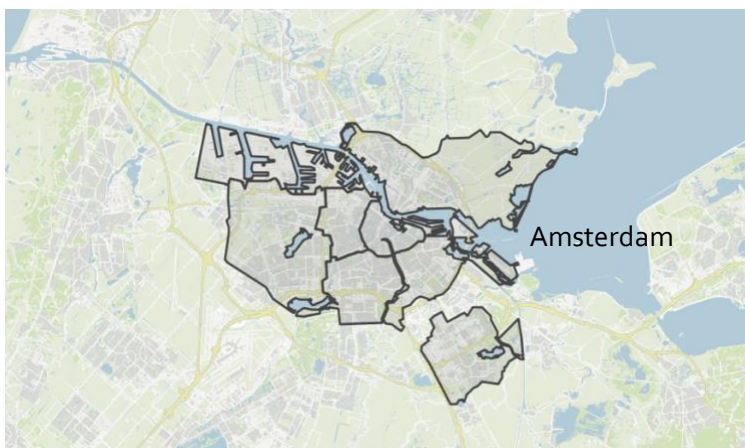
1. How has refugee workplace integration been identified within the public-private partnership between the Amsterdam approach and CSR enterprises?
2. What are the challenges of CSR enterprises and status holders cooperating with the Amsterdam approach regarding refugee workplace integration?
3. How has refugee workplace integration been experienced by CSR enterprises and in what way do status holders feel integrated on the workplaces of CSR enterprises?
4. How has the Amsterdam approach been experienced by the CSR enterprises and the status holders, in what way are the supportive instruments effective?

3. REGIONAL THEMATIC FRAMEWORK

3.1. REGIONAL CONTEXT

Within the purpose of this research, the Netherlands will be the regional context, with a particular focus on the municipality of Amsterdam which is also referred to as the Gemeente Amsterdam (figure 4).

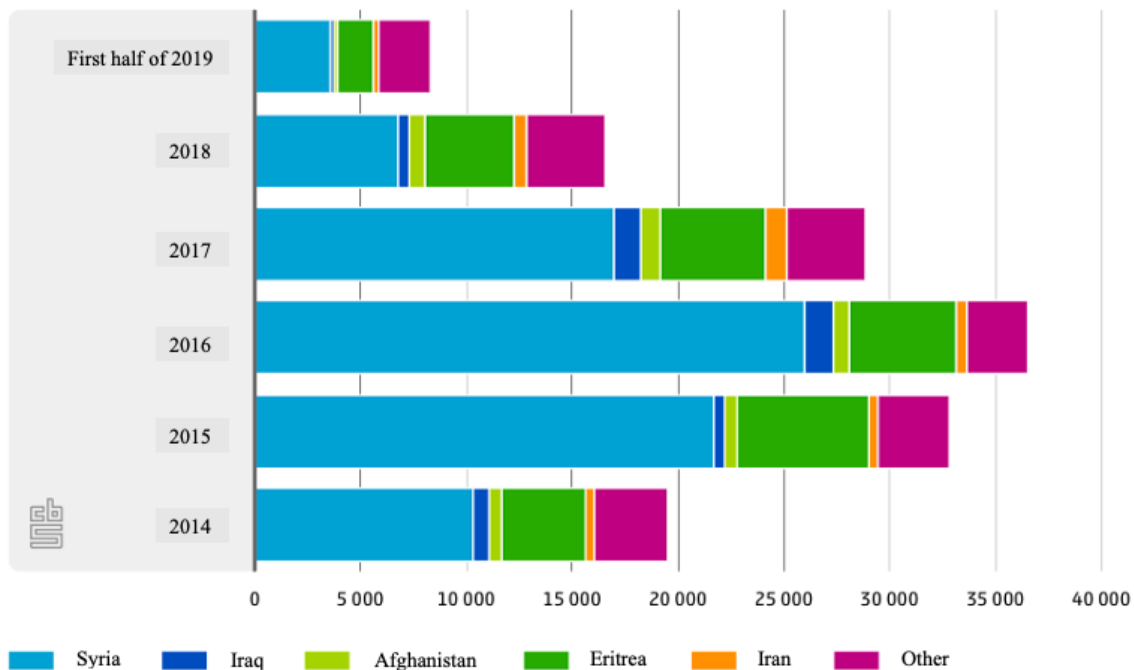
Figure 4. Map of the Gemeente Amsterdam, including the seven suburbs.



Source: Gemeente Amsterdam, 2021.

In the Netherlands, an asylum seeker receives a temporary asylum permit of five years whenever he or she is recognized as refugee by the 1951 Refugee Convention (Immigratie- en Naturalisatiedienst, n.d.). With regard to this recognition, within this study refugees are also referred to as status holder. From 2014 until the first half of 2019, almost 143.000 asylum seekers were recognized as status holders in the Netherlands (CBS, 2020). Figure 5 shows that within this period, the amount of status holders peaked in the Netherlands in 2016 (37.000), however, the number has decreased drastically towards the first half of 2019 (8.000). From the ones who have received an asylum status holder permit in 2014, it has shown that after four and a half years, 38% of all status holders between 18 and 65 years were employed in the Netherlands (CBS, 2020). Through the years, the labor participation of status holders has increased steadily, especially when looking into specific localities (ibid.).

Figure 5. Status holders in the Netherlands, from 2014 till the first half of 2019.



Source: CBS, 2020.

On a national level, CBS (2018) showed that from the status holders in 2014, 4% was employed after 18 months, which increased to 5% in 2015. A considerably higher percentage of refugees seemed to be employed within the Gemeente Amsterdam, for the ones who received an asylum status holder permit in 2016, 31.1% considered to be employed after 12 months. Compared to the national level of refugee employment, this indicates that the Amsterdam approach has been more successful. Within this cohort, a loss of employment mainly showed to occur in the first four months (Regioplan Beleidsonderzoek, 2019). Despite the early loss of employment, the Amsterdam approach shows to generate better employment opportunities and therefore has more potential to generate long-term integration on the workplaces.

Despite these developments, still many refugees experience difficulties while trying to find sustainable employment into the Dutch society, especially within the current COVID-19 pandemic. According to Centraal Planbureau (CPB, 2020), people who most likely lost their jobs due to the COVID-19 crisis often had a contract for indefinite period within the retail industry or the hotel and catering industry. Since most status holders under the Amsterdam approach are employed withing the wholesale and retail

industry (27,3%) or the hospitality, art and culture sector (23,8%)¹, this shows the urgency to generate long-term relationships with CSR enterprises to embrace refugee workplace integration. Moreover, as shown by the CBS (2020), the longer refugees are settled within the Netherlands, the more they start moving into urban areas which sheds daylight onto the importance of the Amsterdam approach. Next to that, the integration process does not stop when someone acquires a job since integration on the workplace does not happen from one day to the other. Therefore, the process of refugee workplace integration needs to gain more understanding from a business- and refugee perspective to gain more insight into the experiences and challenge of promoting refugee workplace integration. Beforehand, the policy context needs to be taken into consideration.

3.2. POLICY CONTEXT

Rijksoverheid (n.d.-b) has identified that successful integration can be generated by learning the language, employment, actively participating in the Dutch society and respecting the Dutch freedoms and equalities anchored in the Constitution. The importance of labor market integration has also been confirmed by the Dutch Social-Economic Council (SER, n.d.) since employment is indicated to provide refugees with the ability to be independent and active members of the Netherlands.

As evidence shows that the language barrier is a high factor of unsuccessful integration into the workplace, the integration course for naturalization is recognized as an important driver for integration (OECD & UNHCR, 2016). In 1998, the Netherlands introduced a national integration policy where integration agreements with newcomers were made voluntarily (Blom et al., 2018). The emphasis on this first policy, was mainly on integration by means of retaining the migrant's own identity. However, in 2002 the focus shifted more to assimilation since refugees had to "adapt to Dutch culture" by means of succeeding the integration course for naturalization (Van der Brug, Fennema, Heerden & Lange, 2009). Within this new integration system, this course was recognized as an obligation regarding the right of residence in the Netherlands. This integration course for naturalization put a lot of pressure on newcomers, since they had a personal responsibility for passing the exam. Therefore, the implementation process of integration has been shifted to the local institutional level of municipalities. Nevertheless, a shortage on the integration budgets for municipalities led to significant cutbacks in the integration system. As a result, the obligation for municipalities to offer an integration facility ceased to exist in 2013, therefore, municipalities lost their pivotal role. Meaning that, refugees were again personally responsible for successful civic integration. Research showed that since 2013, the number of participants who passed the civic integration exam dropped from 80% to 39% within three years (Algemene Rekenkamer, 2017). Due to these findings and additional challenges of the Dutch integration policy, the Dutch government commissioned the municipalities to take over and stabilize the integration course for naturalization again, by launching a new Dutch integration policy in 2022.

Within this new policy, again newcomers are asked to actively participate and integrate into the Dutch society. However, there is again a lot of focus on the multi-stakeholder and two-way process of integration as one of the most important changes within the new act will be the function of municipalities as the pivotal role in actively engaging and supporting the process of integration. In this way, the responsibility for integration is not solely addressed to refugees themselves. Next to that, the new act places a lot of attention on the importance of a customer-based integration processes and the Dutch language proficiency as newcomers will be required to learn the language on such a level that

¹ Source: M29, Weekly Meeting Jobhunters. June 29, 2021. Digital meeting with Team Jobhunters (Appendix 13.1).

they are more likely to find a job and participate more quickly in the Dutch society (Rijksoverheid, n.d.-a). This again shares the importance of public-private partnerships, such as the Amsterdam approach.

3.3. AMSTERDAM APPROACH TO ASYLUM STATUS HOLDERS

This chapter will give insight into the Amsterdam approach by addressing the aim, the core values, the policy and executive team, the supportive instruments offered to employers, and its former research.

3.3.1 AIM AND CORE VALUES

In the Netherlands, anybody who obtains social benefits regarding the Law on Participation is obligated to engage in activities designed to (re-)enter the labor market to becoming self-sufficient (Gemeente Amsterdam, 2017). Since all status holders obtain social benefits under this law, as soon as asylum seekers are recognized as status holder, it is of high importance to put effort in acquiring employment or education. Within the policy framework *Beleidskader Vluchtelingen in Amsterdam 2015 – 2018*, the Gemeente Amsterdam (2015a) mentioned that within 2015 till 2018, Amsterdam needed to anticipate on receiving greater numbers of refugees willing to start a new future within this city. To welcome these newcomers more effectively, the existing refugee policy was intensified and further developed with a focus on two aspects, more personalized support to refugees and focus on local initiatives to accelerate labor market entry (Gemeente Amsterdam, 2015a, p. 3).

Correspondingly, since mid-2016 the Gemeente Amsterdam has introduced the *Amsterdam Approach to Asylum Status Holders*, also referred to as the Amsterdam approach. Within this approach, the Gemeente Amsterdam aims to guide status holders earlier and better towards work, education, and participation by intensive customer-based guidance (Gemeente Amsterdam, 2019b). The goal of the approach is to allow this guidance to run parallel to the integration course for naturalization. To reach long-term investments, newcomers are offered support regarding, employment, education, entrepreneurship, participation, civic integration examination and language skills (Gemeente Amsterdam, 2017, p. 2). “*The aim of the Amsterdam approach is not only for each status holder to find work, but for them to integrate fully as happy citizens of Amsterdam*” (Gemeente Amsterdam, 2019b). Additionally, the approach is characterized by four core values (ibid.):

1. **Quick start:** status holders are guided as early as possible, where possible already when they are living in the Asylum Seeker’s Center (ASC) within the Gemeente Amsterdam (figure 4).
2. **Personalized support:** the ambitions, talents, limitations, needs and concerns of status holders are identified. Based on this, status holders are offered tailor-made guidance.
3. **Dual trajectories:** guidance to work, entrepreneurship, education or participation runs parallel to the integration course for naturalization.
4. **Intensive guidance:** status holders are intensively guided by a customer-based guidance of Case Managers and Jobhunters which make use of various supportive instruments, such as trial placements, apprenticeships, preliminary courses, intensive language courses, etc.

3.3.2 POLICY TEAM AND TEAM ENTRÉE

Next to this, the Amsterdam approach itself exists of a policy team and an executive team. First, the policy team has been categorized by three sub-teams, consisting of a policy advice-, policy development- and policy realisation team. Secondly, the executive team, also referred to as Team Entrée, exists of dedicated Case Managers, Youth Counsellors and Jobhunters. The Case Managers

have a relatively low caseload (50 – 60 clients) which allow them to offer status holders intensive guidance in several human domains, such as participation and integration, finding work and education, entrepreneurship, learning the language and mental health. Whenever status holders need support with the search for employment, Jobhunters are reached out. Such experts support with the supply-oriented matching procedure of status holders and help with the search for vacancies and employers that matches the competencies and wishes of the status holders (Gemeente Amsterdam, 2019b). To serve the status holders as well as possible, the Case Managers and Jobhunters are in close contact. Within the purpose of this research, Jobhunters have been identified to be the most important gatekeepers since they are in direct contact with the welcoming businesses and the status holders.

3.3.3 SUPPORTIVE INSTRUMENTS OFFERED TO EMPLOYERS

On the one hand, the Amsterdam approach offers customer-based guidance to status holders. On the other hand, service is also offered to employers promoting career entry to status holders. When it comes to promoting refugee integration on the workplace, within the public-private partnership the Gemeente Amsterdam offers four supportive instruments to employers. It is unclear how often such instruments are implemented as this has not consequently been registered. Nonetheless, the instruments vary from financial support to actual support on the workplace which will be discussed below (Gemeente Amsterdam, 2019a; Handboek Jobhunters, 2021).

TRIAL PLACEMENT WITH RETENTION OF SOCIAL ASSISTANCE BENEFIT

A trial placement, with maximum length of two months, is used to indicate whether there is a match between the employer and employee. Often a trial placement is implemented after a status holder is introduced to an employer and when there is uncertainty about the match between both parties. During the trial placement, the employer is not expected to pay salary while the status holder retains his/her social assistance benefits. To encourage a long-term integration, the labor agreement which follows after a successful trial placement is required to exist at least 16 hours a week and lasts at least 6 months.

WAGE COST SUBSIDY

Whenever the employer offers a status holder a paid job, the employer can apply for a temporary wage cost subsidy as a compensation. This means that the Gemeente Amsterdam will temporarily reimburse part of the wage cost of this particular status holder. It regularly happens that customers need extra guidance or have to follow a specific course before they are fully deployable. Therefore, wage cost subsidy can be indicated as an incentive for employers to hire status holders. Again, the labor agreement needs to be at least 16 hours per week for a period of at least 6 months.

INTENSIVE LANGUAGE COURSE FOCUSED ON THE WORK JARGON

Status holders often have to deal with more specific (professional) language compared to the language courses within the integration course for naturalization. Therefore, the Amsterdam approach works together with the language provider TopTaal which provides short intensive language courses related to the jargon of the industry someone is working in. Thereby, TopTaal has contact with the employer to design a tailor-made program. In this way, the intensive language course supports status holders to find a connection with the function more quickly as it also relieves the burden on the employer. The course is conducted privately or in a group and takes two to six weeks. Thereby, lessons preferably take place at the future workplace for an optimal connection with the job.

JOB COACH

The work culture in the Netherlands might differ from what a status holder is used to within the country of origin. Thereby, speaking a new language on the workplace has been indicated as a great challenge as well. On the other hand, the employer can also experience a minor culture shock: perhaps the organization has certain expectations regarding work ethic and communication while a status holder might not immediately be able to meet those expectations. If such issues are not addressed in advance, this can lead to premature failure for the status holder and an unpleasant aftertaste for the employer. In such situations, a Job Coach can be a solution. These experts help status holders to settle down in their position and act as a mediator between the employer and the status holder.

3.3.4 PREVIOUS RESEARCH FINDINGS

While the Amsterdam approach has only been launched since 2016, several studies regarding this approach have already been carried out. A study by Regioplan Beleidsonderzoek (2019) has shown that refugees within this Amsterdam approach quickly start with the integration process and are intensively guided towards employment by means of socially responsible businesses. Additionally, Razenberg & De Gruiter (2020) has found that the Gemeente Amsterdam guides a larger proportion of status holders directly to the labor market (35%) compared to the national average percentage of municipalities (17%). This addresses the importance and the effectiveness of the public-private partnership between the Amsterdam approach and CSR enterprises. Similarly, refugees within the approach are identified to be more likely to find a job compared to cohorts before 2016 and compared to other places in the Netherlands (Regioplan Beleidsonderzoek, 2019).

In addition to these opportunities, there are also several challenges which need to be addressed in the future, such as the fact that the first job of most refugees under the Amsterdam approach ends within a year. This can be due to multiple reasons, like dropout from the job, a switch to another job or starting a study. Studies have indicated that the Amsterdam approach incorporates good effort in matching status holders into the labor market (Regioplan Beleidsonderzoek, 2019; Razenberg & De Gruijter, 2020). Nevertheless, it is still seeking for more durable solutions regarding long-term employment and integration on the workplace (Regioplan Beleidsonderzoek, 2019). While refugee workplace integration plays an important role in long-term solutions, current studies have shown that the experiences from the employer perspective as well as its impact on status holders have been unexplored. This goes hand in hand with the fact that there is a great lack of academic, empirical field data from socially responsible companies which promote refugee workplace integration (ibid.). However, since the Amsterdam approach has generated a network of welcoming businesses throughout the years, this can be of great use to reach this target audience and gain insight in the perception upon the public-private partnership and the impact on the individual level. Therefore, this research aims to gain insight into the experiences and explanatory challenges of refugee workplace integration explained by a multi-scalar inquiry with factors concerning the Amsterdam approach, CSR enterprises, and refugees, with a main focus on the latter two perspectives.

4. METHODOLOGY

In order to answer the research question, this chapter will elaborate on several practical aspects, including operationalization of factors, mixed-method approach, research instruments, reflection on the COVID-19 pandemic, positionality as researcher and the limitations of the research.

4.1. OPERATIONALIZATION OF FACTORS

To operationalize the three level factors as shown in the conceptual framework, the following operationalization scheme has been constructed. As mentioned before, this multi-scalar approach has been based upon the revised conceptual framework of Lee et al. (2020). All level factors have been operationalized by means of the identified indicators (table 1).

Table 1. Operationalization of factors.

Refugee workplace integration (Lee et al., 2020)	Level factors	Indicators	
Institutional level <i>Amsterdam approach</i>	Immigration regulations	National immigration regulations	
		Local immigration regulations	
	Public-private partnership	Both parties invest in partnership (financial- and expertise-related sense)	
		Both parties have a social purpose	
	Socio-political climate	Acceptance of refugees on the workplace	
		Motives to integrate refugees	
Organizational level <i>CSR enterprises</i>	Socially responsible businesses	Promoting refugee rights	
		Supporting refugee career entry and advancement	
		Hiring refugees – stimulating diversity	
	Employee relations	Social bridges: informal contact with refugees	
		Stimulating inclusion: esteemed member of team (belongingness) and uniqueness (feeling valued)	
		Stimulating a comfortable and safe workplace	
		Absence of discrimination	
		Accepting diversity on the workplace	
	Support from public-private partnership	Support from experts in the field	
		Institutional supportive instruments	
	Individual level <i>Refugees</i>	Language proficiency	Host country's language proficiency (Following intensive language course work jargon)
		Employee relations	Social bridges on the workplace: informal contact with natives
Inclusion: perceived as esteemed member of team (belongingness) and uniqueness (feeling valued)			
Feeling comfortable and safe on the workplace			
Job satisfaction			
Absence of discrimination			
Educational attainment and work experience		Educational attainment	
		Work experience	

4.2. MIXED METHOD APPROACH

This research has included a mixed method approach as both, quantitative and qualitative, research methods have been used complementary to each other. Meaning that, qualitative research has been used to interpret and explore the findings and results of the quantitative research. Various trends have been observed within quantitative research, which has eventually been explored by means of qualitative

research methods as this helped to explore the experiences, perceptions, opinions, and feelings of various stakeholders. As integration is considered to be a contested, complex and sensitive topic, this research approach has been considered to be suitable. Additionally, qualitative research has been necessitated as this research is intended “to identify issues from the perspective of the study participants and understand the meanings and interpretations that they give to behaviour, events or objects” (Hennink, Hutter & Bailey, 2020, p. 10).

4.3. RESEARCH INSTRUMENTS

Since refugee workplace integration requires a multidisciplinary approach, it is of high importance to gain an insight into the perspectives based on the three levels; including the Amsterdam approach, with a focus on CSR enterprises and refugees. This has allowed the researcher to cross check the multi-dimensional experiences and perspectives. Table 2 gives an indication about how the different levels have been reflected into this research, what specific target audience has been addressed and therefore which research instrument(s) have been used. An overview of all research activities can be found in Appendix 13.1. While the following sub-chapters will elaborate on every single research instrument, the result chapter will be analyzed by a cross-level inference.

Table 2. Research instruments by level of research.

Refugee workplace integration	Levels within this research	Target audience	Research instrument
Institutional level	The Amsterdam approach	Members of the executive team and the policy team	Secondary research and observations Exploratory conversations
Organizational level	CSR enterprises cooperating with the Amsterdam approach	Spokespersons of the CSR enterprises	Online survey Focus group discussion
		Co-workers	In-depth interviews
Individual level	Refugees under the umbrella of the Amsterdam approach	Status holders	In-depth interviews

4.3.1. SECONDARY RESEARCH

Secondary research has been complementary before and during all the below-mentioned research instruments. Secondary sources like national and local policy reports, former studies on the Amsterdam approach and academic articles regarding refugee workplace integration have been used. Especially in the beginning of the research, there has mainly been focused on the former studies of the Amsterdam approach as this was meaningful in setting the right point of departure and to draw upon these findings. Consequently, this helped the researcher in gaining an in-dept understanding of the research context to generate a stable foundation for further research.

4.3.2. EXPLORATORY CONVERSATIONS – institutional level

To gain a better understanding of the field and the underlying practicalities of the Amsterdam approach, this research has started with exploratory research by means of informal conversations. These have been conducted online with various members of the policy team and Team Entrée of the Amsterdam approach

and members of the Werkgeversservicepunt² (table 3). The informal conversations helped in building rapport within the Amsterdam approach and setting the right focus for the research. Eventually, the written field notes have been complementary and useful for conducting the online descriptive survey as it helped to define the most important themes which needed to be addressed. Next to this, the weekly team meetings of the policy team and team Jobhunters, in which they share the progress made regarding the Amsterdam approach, has been observed as well. By means of an outsiders' perspective, the researcher has not participated in the digital meetings.

Table 3. Exploratory conversations (ECs).

EC	Department within the Gemeente Amsterdam	Professional role of participant
EC1	Policy team - Amsterdam approach	Policy Advisor
EC2	Werkgeversservicepunt	Account Manager Employers
EC3	Policy team - Amsterdam approach	Policy Realizer – Coaching on the job
EC4	Werkgeversservicepunt	Account Manager Employers and Jobhunter for status holders
EC5	Werkgeversservicepunt	Job Coach and Coach for Employers
EC6	Team Entrée - Amsterdam approach	Jobhunter
EC7	VluchtelingenWerk (Dutch Refugee council)	Project Manager 'Coaching on the job'

4.3.3. ONLINE DESCRIPTIVE SURVEY – organizational level

To describe and explore the experiences of integrating refugees on the workplace of welcoming businesses, an online descriptive survey has been conducted (see Appendix 13.2). Hereby, the respondents were the spokespersons (a diversity of contact persons) of the CSR enterprises cooperating under the umbrella of the Amsterdam approach. The formal network of the research organization, the Amsterdam approach, approximately exists of 100 CSR enterprises.³ To reach this target population, a snowball sampling has been used. Since the Jobhunters of the Amsterdam approach are the direct contact persons for such welcoming businesses, an email has been sent by their expertise. A response rate of 20% was indicated as goal leading to 20 respondents or more.

By means of three validation questions, 22 respondents have been identified to be included within the sample population of this research being the spokespersons of CSR enterprises cooperating with the Amsterdam approach. The vast majority is situated within Healthcare and Welfare (45%, n=10), followed by several other industries (figure 5). Besides that, most respondents indicated to work within a large enterprise, employing more than 250 FTE employers (36%, n=8), or a small enterprise employing between 11 and 49 FTE (32%, n=7). The respondents seem to employ a diverse number of status holders on the workplace, varying from 1 till 60 status holders (mean=10, mode=2), whereof most respondents offer paid employment (82%, n=18) compared to voluntary employment (18%, n=4).

Next to the fact that the online survey included closed questions, it has mostly been descriptive in nature instead of quantitative since it is important that the respondents were able to provide their own

² The Werkgeversservicepunt (Employer Service Point) is a platform provided by the Gemeente Amsterdam which offers help to job seekers with a distance from the labor market and, besides that, it offers service to employers in realizing an inclusive environment.

³ Source: M20, Weekly Meeting Internship supervisor. February 24, 2021. Digital meeting with Internship Supervisor (Appendix 13.1).

perceptions, opinions and motivations regarding the Amsterdam approach. Likert scale questions and (follow-up) open questions have been meaningful to acquire input from their perspective. By looking at the operationalization of organizational-level factors (table 1), questions were raised regarding socially responsible businesses, employee relations and support from public-private partnership.

4.3.4. FOCUS GROUP DISCUSSION – organizational level

To interpret the findings from spokespersons within the online descriptive survey, six spokespersons of CSR enterprises cooperating with the Amsterdam approach gave consent to participate within the virtual focus group discussion (see table 4). As indicated, the perspective from employees regarding refugee workplace integration has been quite unexplored. Therefore, a focus group discussion is very meaningful as it helps in exploring new topics and enables a lot of data to be collected in a short period of time. It aimed to evaluate the Amsterdam approach and understand their perspective regarding the challenges and opportunities of integrating refugees within the workplace. When looking at the operationalization of organizational level, questions have been raised regarding CSR, employee relations and the public-private partnership. To guide the discussion and keep the focus on the research topic, a discussion guide has been developed (see Appendix 13.3). A funnel approach has been used, meaning that the start of the discussion helped in building rapport by broad opening questions, leading to specific questions related to theoretical concepts and closing questions has been used to finalize the focus group discussion. Eventually, the focus group discussion has been complementary to the in-depth interviews with co-workers and the refugees.

Table 4. Participants focus group discussion spokespersons (SP).

ID	CSR enterprise	Industry	Job description	Employed status holders
SP1	Nursing home 1	Healthcare and Welfare	Regional Manager	2
SP2	Construction company	Engineering, Production and Construction	Owner	3
SP3	Bicycle rental company	Trade and Services	HR & IT Manager	1
SP4	Clinical chemistry labs	Healthcare and Welfare	HR Advisor	4
SP5	Nursing home 2	Healthcare and Welfare	Unit Manager	3
SP6	Nursing home 3	Healthcare and Welfare	Unit Manager	4

4.3.5. IN-DEPTH INTERVIEWS CO-WORKERS – organizational level

While reaching out to the spokespersons of the CSR enterprises, it has been found that to shed an adequate understanding of the organizational level, the experiences from co-workers without a refugee background needed to be included as well. This is since these employees are the ones which are physically working together with status holders and can therefore shed more daylight and a nuanced understanding of what it means to collaborate with status holders on the workplace. Therefore, within the purpose of this research, five co-workers without a migration background working together with status holders have been reach out (table 5). The in-depth interviews aimed to understand their perspective regarding the challenges and opportunities of integrating refugees within the workplace. When looking at the operationalization of organizational level, questions were raised concerning employee relations and their interpretation of refugees being included or excluded. An interview guide was developed to guide the interviews and keep the focus on the research topic (see Appendix 13.4). A

similar funnel approach, regarding the focus group discussion, has been used. Due to COVID-19 restrictions, two interviews have been conducted online and three interviews on the workplaces.

Table 5. Participants in-depth interviews co-workers (CW).

ID	Job description	CSR enterprise	Industry
CW1	Mental Health Nurse	Nursing home 1	Healthcare and Welfare
CW2	First Responsible Nurse	Nursing home 2	Healthcare and Welfare
CW3	Activity Therapist	Nursing home 3	Healthcare and Welfare
CW4	Nutrition Assistant	Nursing home 4	Healthcare and Welfare
CW5	Floor Supervisor	Restaurant	Hospitality Industry

4.3.6. IN-DEPTH INTERVIEWS STATUS HOLDERS – individual level

Finally, to shed daylight upon the individual level, in-depth interviews with status holders have been conducted. This has helped to gain an insight into the differentiated impact and experiences of refugees. Four male and five female status holders have been interviewed between the Dutch working age category of 18 and 67 years of which five refugees were higher educated and four lower educated. Here, *higher educated* (H) has been identified as those with an educational attainment in Higher Vocational Education (HBO) or University Education (WO), and *lower educated* (L) with those with an educational attainment in Senior Secondary Vocational Education (MBO), primary/secondary education (CBS, 2021). Due to the COVID-19 pandemic, the in-depth interviews have mainly been conducted online by means Microsoft Teams. Solely two interviews were conducted physically. Hereby, a purposive sampling strategy has been used by the support of Jobhunters since they are in direct contact with the refugees. The principle of saturation has been applied which led to conducting nine interviews (table 6). Meaning that, conducting interviews stopped when no more new issues were identified, data begun to repeat with no added value regarding the factors of workplace integration, and further data collection became redundant (Hennink, Hutter & Bailey, 2020).

Table 6. Participants in-depth interviews status holders (SH).

ID	Educated	Job title	CSR enterprise	Industry
SH1	Higher	IT Application Tester and Developer (M)	Mail, Parcel and E-Commerce Corporation	Trade and services
SH2	Lower	Dishwasher (M)	Restaurant	Hospitality industry
SH3	Lower	Housekeeper and Waitress (F)	Restaurant	Hospitality industry
SH4	Higher	IT Application Tester and Developer (F)	Mail, Parcel and E-Commerce Corporation	Trade and services
SH5	Higher	English Teacher (F)	Primary and Secondary School	Education industry
SH6	Higher	Civil Engineer (F)	Engineering and Consultancy Corporation	Engineering, Production and Construction
SH7	Higher	Income Consultant (M)	Governmental Institution	Government
SH8	Lower	Order picker (M)	Distribution Centre Supermarket	Retail Industry
SH9	Lower	Healthcare worker (F)	Nursing home	Healthcare and Welfare

Thereby, an interview guide was conducted to guide the interviews and keep the focus on the research aim, the experiences of refugees and their sense of workplace integration within the CSR enterprises (see Appendix 13.5). Looking at the operationalization scheme, questions were raised concerning employee relations, including job satisfaction, feeling comfortable and respected, absence of discrimination, social bridges and inclusion, but also about the offered service by the Amsterdam approach. Since status holders carried a diversity of nationalities and the researcher solely speaks Dutch, English and German, participants have been asked whether they felt more comfortable with a translator in the middle. Nonetheless, none of the participants were willing to use this offer. Regarding the analytic cycle, first inductive codes have been identified which was followed by deductive coding developed by means of the theoretical background of refugee workplace integration.

4.4. REFLECTION ON THE COVID-19 PANDEMIC

The OECD (2020) mentioned that the COVID-19 pandemic has had enormous impact on the vulnerability of refugees and their integration process within host countries. Despite the past decade's progress in employment rates among immigrants, the pandemic showed that the level of unemployment among immigrants increased more compared to natives (ibid.). This has also been experienced within the Amsterdam approach, as one of the policy makers has already addressed the fact that many welcoming businesses have withdrawn the idea of providing permanent contracts.⁴ According to the study on the Amsterdam approach by Regioplan Beleidsonderzoek (2019), the majority of refugees start their first job in the hospitality industry (34%) which has experienced to be in an instable position as the COVID-19 measures and lockdowns have let to tremendous impact on this industry. In this way, it has noticed that the socially responsible businesses and refugees sometimes had other priorities than participating within this research. Moreover, the COVID-19 restrictions needed to be considered concerning the data collection process. Therefore, the observations, exploratory conversations, descriptive survey, focus group discussions, and in-depth interviews have mostly been conducted online as well as the research internship itself.

4.5. POSITIONALITY AS RESEARCHER

The positionality of the researcher has been important as it could have highly influenced the quality of the collected data. Within the descriptive survey, this has not been very crucial. However, regarding the observations, exploratory conversations, focus group discussion and especially the in-depth interviews the first impression of the participants towards the researcher has been important. Meaning that the appearance, gender and mainly attitude of the researcher determined how participants perceived the interviewer. Therefore, this influenced the information that the participants were willing to (not) share. Moreover, the researcher has been aware that the way the researcher portrayed herself, in terms of the role, was of utmost importance due to the power relation between the interviewer and interviewees. During the interviews, more awareness about the sensitivity of power relations arose and therefore the researcher needed to be flexible to adapt to the various situations. Besides that, it is of good practise to reflect on the aim of the research instruments beforehand and the research question to be aware about the added value regarding every participant and/or interviewee.

⁴ Source: M23, Plenary Meeting Jobhunters. March 10, 2021. Digital meeting with Team Jobhunters (Appendix 13.1).

4.6. LIMITATIONS RESEARCH

Throughout the data collection cycle of this research, several limitations have been noticed. It might be too ambitious to cover all limitations, therefore a selection has been made regarding the three most influential limitations.

Online environment. The most ideal situation would have been to collect all data regarding the observations, focus group discussions, and in-depth interviews face-to-face. However, the COVID-19 pandemic and its restrictions and lockdowns have limited the researcher in this data collection process. Therefore, most research instruments have been conducted online through Microsoft Teams. In this way, interpretations of answers by the participants were limited as non-verbal communication and body language could not be observed properly when comparing it to face-to-face data collection.

Language. Next to that, refugees under the umbrella of the Amsterdam approach have different nationalities as they are mainly from Syria, Eritrea, Iran, Iraq and Afghanistan. In this way, a translator regarding the language of the interviewees would have been very useful during the in-depth interviews. While the Gemeente Amsterdam gave consent to use their translators, none of the participants were willing to use this offer. Therefore, all interviews have been conducted in Dutch or English or a combination. Therefore, the researcher sometimes noticed that not all status holders were able to clearly express themselves. In that way, some experiences and challenges might not have been clearly explained and therefore wrong interpretations could have been made. Nonetheless, since a translator has not been used other limitations could be prevented, such as putting an extra burden on the shoulders of the translator due to the online environment and influential interpretations from the translator.

Time. Within the purpose of this research, a multi-scalar inquiry regarding refugee workplace integration is of utmost importance. However, this has led to an extensive number of research instruments. Therefore, this might have been challenging as the data collection cycle only took up three months. Hereby, especially the transcription of interviews seemed to be very time consuming. It was therefore important that this was considered in the time planning of the data collection cycle and the analytic cycle regarding this study (see appendix 13.6).

DATA ANALYSIS

5. A FOCUS ON CSR ENTERPRISES

Before diving into the sub-questions, the exploratory conversations with members from the policy team and Team Entrée of the Amsterdam approach (table 3) have supported in defining the research focus being the CSR enterprises. Most of the participants raised awareness about the fact that the Amsterdam approach works together with various businesses, including social enterprises, businesses with the obligation to provide social return and CSR enterprises focused on social progress (EC1; EC2; EC3; EC4; EC6). Also, the existence of financially driven businesses has been shared, however, these are excluded within this public-private partnership. It is important to understand that there are differences in businesses being involved in socially responsible activities distinguished between ‘social enterprises’ and ‘regular enterprises’.

Social enterprises. The SER (2015, p. 26) has defined social enterprises as “*independent enterprises that supply a product or service and primarily and explicitly pursue a social purpose, which includes*

the willingness to solve a social problem.” Similarly, Social Enterprise NL (n.d.) has used the term ‘social business’ when an enterprise primarily embraces a social mission which benefits the society. Meaning, impact first rather than generating profit for owners and shareholders. This corresponds with the view of the members of the Amsterdam approach from Team Entrée and the policy team as some have mentioned that social enterprises are addressed as those enterprises which carry a “*warm heart*” (EC1, Policy advisor, Amsterdam approach; EC2, Account Manager employers, Werkgeversservicepunt). Social enterprises seem to have the most thoughtful understanding of the critical situation and background motives of refugees. Therefore, social enterprises seem to actively generate supportive activities to integrate refugees within the workplace. In this sense, social enterprises have been excluded from the research, as quoted by EC1 (Policy Advisor, Amsterdam approach) “*these organizations often solely work with status holders and therefore it is self-evident that they take many actions to integrate them on the workplace.*” Therefore, social enterprises have less potential to expand and create more chances for refugee workplace integration compared to CSR enterprises (EC1; EC3; EC4).

Regular enterprises. Regular enterprises can mainly be distinguished from social enterprises as they primary aim for profit maximization instead of impact first (SER, 2015). Besides social enterprises, regular businesses have been identified within three categories:

1. *Financially driven business.* Such businesses are solely focused on maximizing profit and are not willing to put time and effort in generating social impact (EC1, Policy Advisor, Amsterdam approach; SER, 2015). This explains why the Amsterdam approach has not cooperated with such businesses at all and therefore financially driven businesses have been excluded from this research.
2. *Social return.* Nowadays, it is getting more usual that governmental institutions push business investment to generate social profit, this has been referred to as social return. The most common way of doing so is to include social return requirements in the contract of a public tender. This obligates contractors to drive their core business and at the same time give back to social purposes. Businesses with the obligation to provide social return, do not seem to be the ideal businesses to create more chances for refugee workplace integration as it has addressed that such businesses often promise to provide social impact within policy papers, however, in practice this impact is often neglected (EC1, Policy Advisor, Amsterdam approach; EC4, Account Manager Employers and Jobhunter, Werkgeversservicepunt). Often the minimum number of jobs as stated in the contract is created, therefore, refugee workplace integration is solely driven by the obligation to do so, not because they share sympathy for participating status holders. Therefore, this research has excluded businesses within social return as they mostly focus on their own interests.
3. *CSR enterprises.* As mentioned before, Corporate Social Responsibility (CSR) means taking responsibility for the impact of a business operation on man, environment, and society (Netherlands Enterprise Agency, 2020). Similarly, the Responsible Business Conduct of the OECD (2018) has stated that CSR businesses can acknowledge and encourage positive contributions to economic, environmental, and social progress. CSR enterprises are primary making profit by their core business and are besides that willing to generate impact. However, “*this impact has often not been stated in the company statutes as being socially responsible embraces a secondary purpose*” (EC1, Policy Advisor, Amsterdam approach; SER, 2015). Experience shows that there is a lot of potential to creating more chances for refugee workplace integration within CSR enterprises focused on social progress (EC1; EC3; EC4; EC7). This is mostly since their intention for the public-private partnership is completely voluntarily instead of obligated.

In this way, the exploratory conversations have supported in setting the focus for this research. Meaning that, within the purpose of this research there will solely be focused on CSR enterprises aiming for

social progress due to its potential character. While the previous chapter has elaborated on every single research instrument, this result chapter will be analyzed by a cross-level inference.

6. IDENTIFICATION OF REFUGEE WORKPLACE INTEGRATION

SQ1: How has refugee workplace integration been identified within the public-private partnership between the Amsterdam approach and CSR enterprises?

6.1 AMSTERDAM APPROACH

Members of the Amsterdam approach have indicated that integration of refugees on the workplace is determined by different aspects, which differentiate in adaptation processes. On the one hand, it has reflected that integration is understood as a two-way process regardless the functional level of co-workers as long as there is overall acceptance to participating status holders as *“Integration comes from two sides. Therefore, the team, supervisors and buddies should be open for acceptance as well”* (EC7, Project Manager Coaching on the Job, VluchtelingenWerk). Additionally, it has been addressed that status holders need to receive equal treatment with similar values and opportunities compared to co-workers without migration background. On the other hand, participants addressed that status holders are required to adapt their behavior to the organizational culture of the host society, see passage.

Organizational culture assimilation

“The organizational culture of a company plays a major role in workplace integration. In the Netherlands, we are more used to flatter organizations, while in the countries of origin of status holders there are often more hierarchical relationships in which the opinions and ideas of an employee are less appreciated. While in the Netherlands it is often encouraged to take initiative, to ask questions and to adopt a proactive attitude as an employee.”

~ EC6, Jobhunter, Amsterdam approach ~

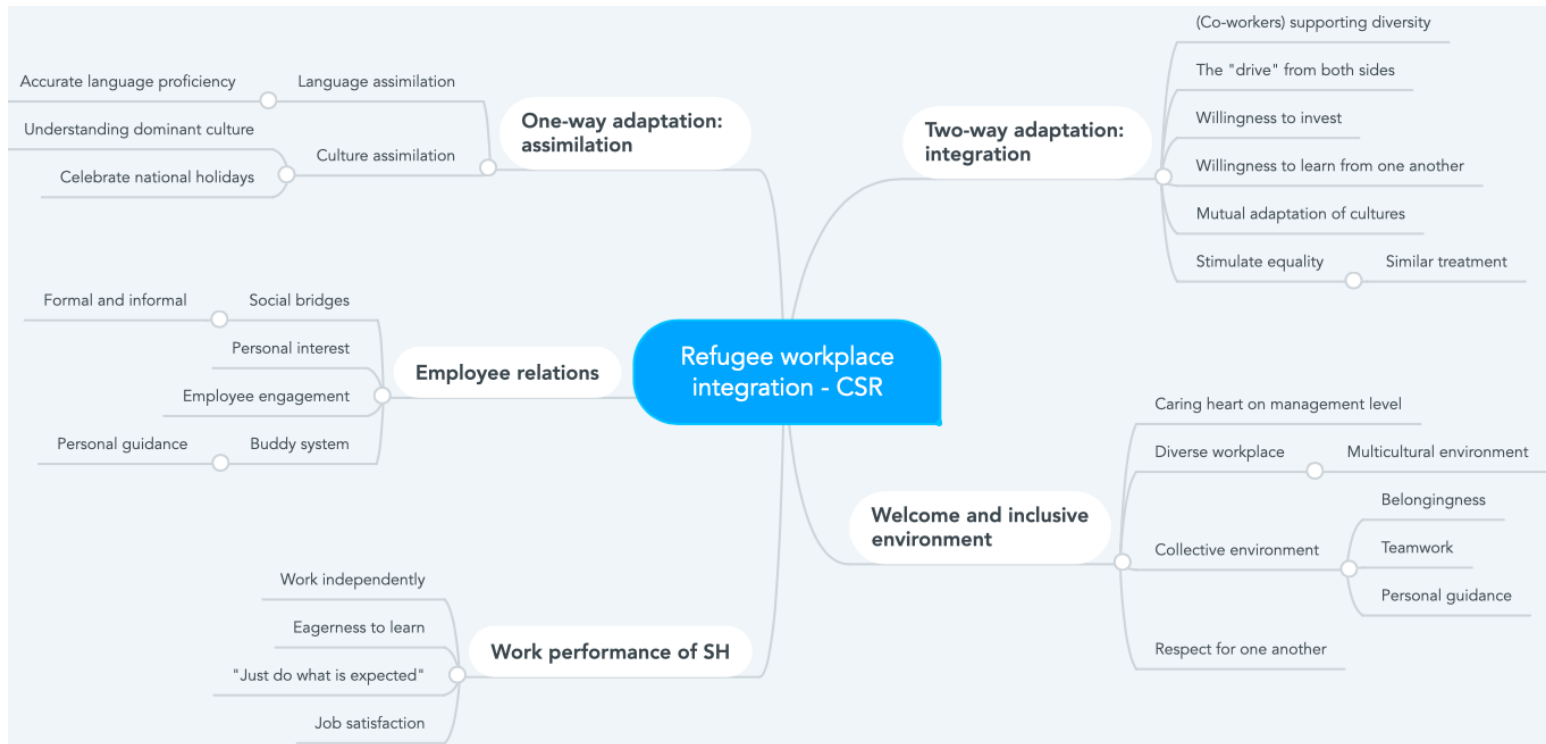
This slightly reflects upon a one-way adaptation process and on the idea that status holders lack assertiveness compared to Dutch employees which would negatively affect the integration process. Nonetheless, it is addressed that *“employers also need to have a flexible attitude towards status holders due to possible traumas, like a depression”* (EC2, Account Manager Employers, Werkgeversservicepunt). Additionally, it has been addressed that the most ideal situation for status holders is that all kinds of cultures are represented at the workplace. Therefore, diversity has been indicated to stimulate the feeling of belonging and the level of acceptance on the workplace. Also, participants experienced that integration on the workplace is especially encouraged when status holders are surrounded by those people who carry a warm heart to refugees and therefore have the intrinsic motivation to engage them in the workplace.

6.2.1 CSR ENTERPRISES: SPOKESPERSONS

The concept of refugee workplace integration has also been shared and interpreted by the spokespersons of the CSR enterprises within the focus group discussion, this has been conceptualized within figure 6. This shows that spokespersons indicated refugee workplace integration is built upon five overlapping aspects including one-way adaptation, two-way adaptation, welcome and inclusive environment, work performance of the status holder and employee relations. Unless the fact that integration is indicated as

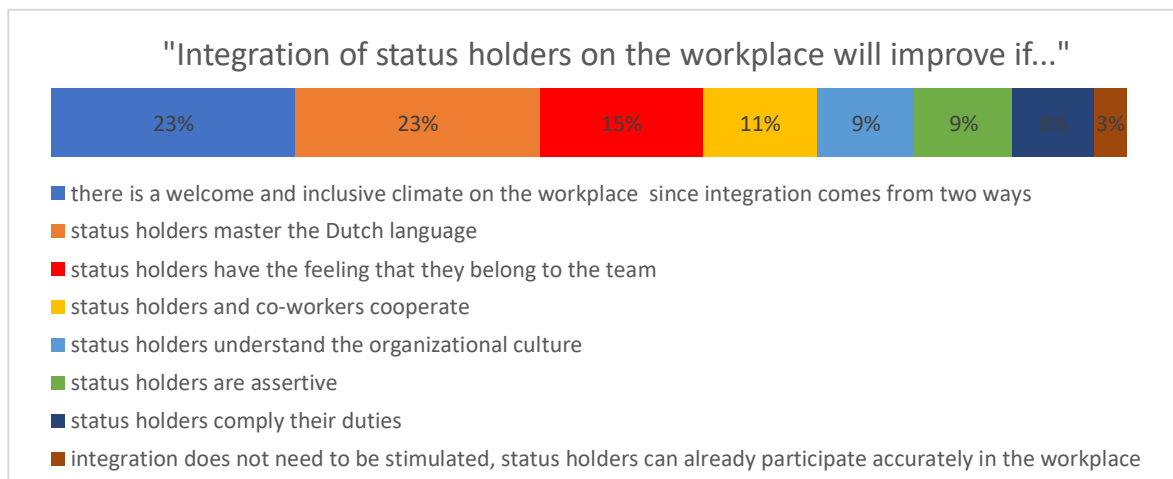
a two-way adaptation process, participants also shed daylight upon the fact that to feel integrated on the workplace of the dominant society, status holders need to adapt by means of language- and culture assimilation.

Figure 6. Refugee workplace integration conceptualized by spokespersons of CSR enterprises.



Additionally, figure 7 shows that spokespersons suggest that integration can be mainly stimulated if the workplace offers a welcome and inclusive climate (23%, n= 5), whenever status holders master the Dutch language (23%, n= 5) and when status holders have the feeling that they belong to the team (15%, n=3). Within the focus group discussion, a welcome and inclusive climate has been defined as a multicultural environment which can mainly be generated when especially those within a management position carry a warm heart for status holders. It is remarkable that solely 3% (n=1) of the respondents agreed that “*integration does not need to be stimulated*”. This highlights the fact that the participants agree upon the assumption that integration undoubtedly needs to be stimulated to make sure that status holder participate on the workplace.

Figure 7. The most important aspects to stimulate integration on the workplace.



6.2.2. CSR ENTERPRISES: CO-WORKERS

Co-workers without a migration background identified refugee workplace integration as a diverse environment. Two participants from a Nursing home immediately detested the concept of integration. *“Well, integration, integration (...). Maybe I don't like the word because I already work with multicultural colleagues from all kinds of backgrounds, Turkish, Moroccans (...) therefore nationality does not matter actually.”* (CW3, Activity Therapist, Nursing Home). In this way, it has been indicated that integration is rather a natural process as it does not need to be stimulated within already existing multicultural environments. Besides the importance of diversity, participants touched upon multiple other aspects identifying integration, namely that status holders are feeling safe and home, that they are satisfied with their job, understand each other (colleague), and that they are treated the same way as everyone else (colleagues). Additionally, all participants indicated that they have a welcome and inclusive environment within their workplaces, which they addressed as a diverse workplace without too much pressure, where everyone is helpful and is treated with respect despite common misunderstandings.

6.3 CONCLUSION

Both members working under the umbrella of the Amsterdam approach and spokespersons of CSR enterprises associate refugee workplace integration both as a two-way process and a one-way process of adaptation. The latter sheds daylight upon the fact that to feel integrated on the workplace of the dominant society, status holders need to adapt by means of language- and culture assimilation. Besides that, spokespersons also addressed that an adequate work performance by status holders, employee relations, and a welcome and inclusive environment are identified as refugee workforce integration. Contradictory, co-workers identified refugee workplace integration as a diverse environment where status holders feel safe and home, are satisfied with their job, understand one another, and are treated equally to co-workers. This ignores a one-way adaptation process and mainly reflects upon a two-way process of adaptation. In this way, co-workers show to have more understanding of the situation of status holders as they indicated that successful integration does not solely depend on the behavior of status holders. To stimulate integration on the workplace, it has addressed that a welcome and inclusive environment is a fundamental factor which is mostly driven by a multicultural environment and those who carry a warm heart to support status holders. Thereby, participants agree upon the assumption that integration undoubtedly needs to be stimulated to make sure that status holder participate on the workplace.

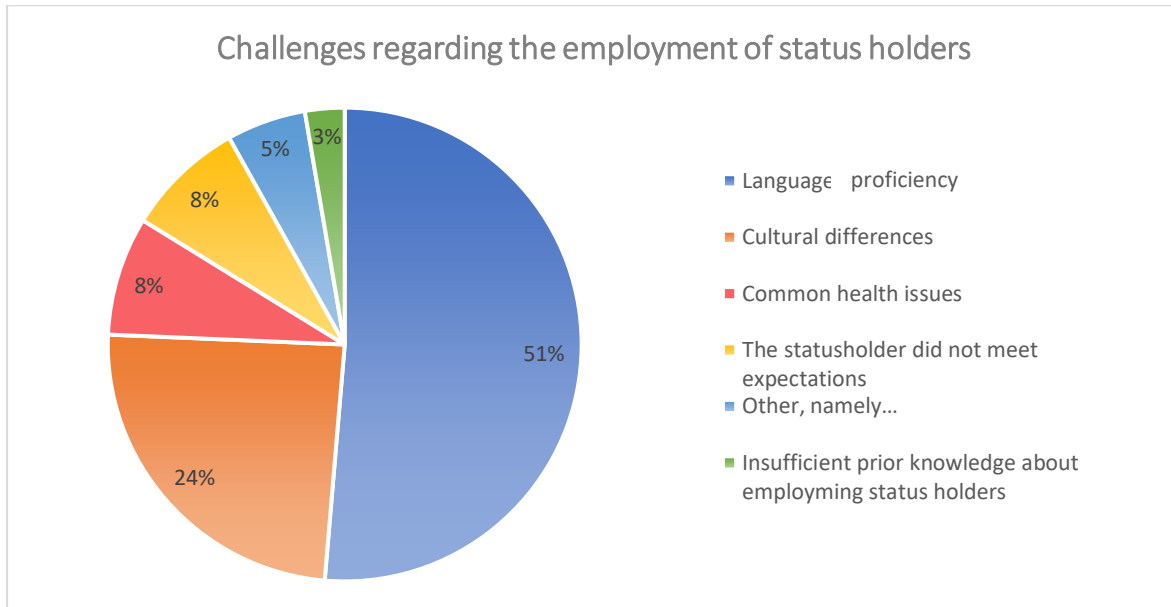
7. CHALLENGES CONCERNING REFUGEE WORKPLACE INTEGRATION

SQ2: What are the challenges of CSR enterprises and status holders cooperating with the Amsterdam approach regarding refugee workplace integration?

Besides these findings, numerous challenges regarding refugee workplace integration have been addressed by spokespersons, co-workers, and status holders themselves. As mentioned below, all these participants experienced the language barrier, cultural differences, and the COVID-19 pandemic to be influential factors of refugee workplace integration. Due to these similar challenges, this chapter will be discussed by a cross-scalar analysis. Besides that, divergent challenges addressed by spokespersons and co-workers will be discussed as well.

Within the online survey, spokespersons have been asked about the challenges while integrating status holders on the workplace (see figure 8). This indicated that the majority of spokespersons experience language proficiency as challenge (51%, n=11), followed by cultural differences (23% n=5). These two major challenges while employing status holders have also been highly reflected within the focus group discussion, followed by job mismatch, COVID-19 pandemic and hidden biases.

Figure 8. Challenges while employing status holders.



7.1 LANGUAGE PROFICIENCY

The majority of the spokespersons and co-workers mentioned “language barrier”, the insufficient command of the Dutch language, as being the first important aspect negatively influencing the integration process on the workplace.

“The barrier lies within language”

“You see that in particular the barrier lies within language. Because of course within health care, [uh..] a key element is language, communication is an important part. It is of course very different within the industry of [[Participant 2 (owner Construction Company)]] I think. Because with us you talk to patients. It is about communication, it needs to be part of [uh..] your employee skills to provide care and make contact and that is exactly what we experience as a problem within our industry.”

~ SP1, Regional Manager, Nursing home ~

As the passage of a spokesperson shows, it has been noticed that especially within customer service professions, where direct contact with customers or patients is inevitable, the language barrier seems to play a bigger challenge as status holders need to require higher communication skills. This can especially be reflected by participants within Healthcare and Welfare. This has been confirmed by co-workers within this industry as *“In the beginning, of course, the challenge is the language barrier. That is the problem.”* (CW1, Mental Health Nurse, Nursing home). This has mainly been addressed by co-workers since they have noticed that status holders experience difficulties in expressing themselves, conveying information to colleagues and adequately serving customers or clients. This has also been

noticed by status holders themselves as they have mentioned that they feel like they cannot properly express their feelings in the language of the host country compared to how they express themselves in their own native language. In this way, status holders sometimes indicated language as challenge in feeling integrated on the workplace. Especially in the beginning phase, status holders sometimes experienced that they could not follow co-workers without migrant background as they talk too fast to gain a good understanding of everything. Thereby, some status holders also indicated to work at CSR enterprises where the spoken language is English as most co-workers do not have a sufficient command of the Dutch language either. Status holders noticed that this has negatively influenced their Dutch language proficiency. On the other hand, status holders also noticed that while their language proficiency improved by time, the trustworthiness of colleagues improved as well. Additionally, a co-worker mentioned that *“Writing is the hardest thing for them and also calling someone else (by phone), yes that is difficult”* (CW2, First Responsible Nurse, Nursing home). In this way, it has mentioned that status holders are limited in their professional development as the insufficient command of the Dutch language limits their responsibilities. Nonetheless, the diversity of nationalities on the workplace which status holders bring along also shows positive influences as *“It is very nice when people speak a different language, because our patients often speak another language too and that prevents a lot of confusion.”* (SP4, HR Advisor, Clinical Chemistry Labs). This spokesperson explained that Amsterdam as multicultural city leads to a diverse database of patients which encourages status holders to feel valued, for instance, by contributing as translator.

7.2 JOB MISMATCH

Spokespersons and co-workers both noticed that sometimes status holders do not have any affiliation with the industry they are employed in. For example one co-worker mentioned that *“(uh..) the lady I supervise has a master's degree in something else and she has absolutely no work experience in healthcare”* (CW1, Mental Health Nurse, Nursing home). Therefore, the eagerness of status holders to learn and work in a specific profession has sometimes been unnoticed by co-workers. *“Of course, we have enough colleagues who do not fully master the language and that is of course no problem at all. (Uh..) But they do want to know everything, they ask all day ‘What is this? How do you say this? How am I supposed to say this?’ I missed this eagerness in her (status holder).”* (CW4, Nutrition Assistant, Nursing home). The mismatches correspond with the wrong intrinsic motivation, which indicates that status holders are not adequately supported within the job-seeking process. Contradictory, this mismatch has not necessarily been reflected by status holders themselves. In addition, within the Healthcare and Welfare sector multiple times spokespersons addressed that this sector will soon qualify itself with higher educated employees only [niveau 3 en 4]⁵. However, spokespersons have indicated that status holders are solely suitable within a lower level, [niveau 2], which is much more focused on pragmatic wellbeing, the sweet and caring aspect of healthcare. The hidden meaning has been explained in the passage below where the mismatch led to a customer complaint.

Customer complaint due to mismatch

“In one location the client council [uh..] also started complaining, ‘Who is actually taking care of my mother? I cannot understand this lady (status holder) at all, and I find it frustrating that I have such a lady (status holder) standing at my mother's bed who completely does not speak the (Dutch) language.’
~ SP6, Unit Manager, Nursing home ~

⁵ [Niveau 3 and 4] are the highest attained degrees within Senior Secondary Vocational Education, in Dutch also referred to as [Middelbaar beroepsonderwijs (MBO)].

7.3 CULTURAL DIFFERENCE

Next to this, spokespersons mentioned ‘cultural differences’ to be the second major challenge within refugee workplace integration. Here, spokespersons mainly touched upon the differences between status holders and Dutch employees on the workplaces. Within these differences, the majority mentioned the lack of assertiveness to act as challenging and missing employee skill regarding status holders.

Assertiveness

“Also the cultural element [uh..] can be a barrier. Especially in assertiveness, we often expect newcomers to pro-actively mention things themselves (...), that they ask for help themselves if they cannot find a solution, that they ask colleagues for guidance or advice. That is our culture, but the culture where the status holders come from, that is more the culture of keeping your mouth shut, saying nothing and doing your best. But then again, that is not the learning culture we have. Therefore, I see this as an important bottleneck in the development of the status holder in their job trajectory.”

~ SP1, Regional Manager, Nursing Home ~

Besides this, some co-workers have noticed that due to the differences in cultural background, status holders are sometimes not willing to perform certain job tasks as certain job professions ask them to act against their cultural expressions. For instance, when female status holders need to collaborate with male colleagues or when they have to wash naked clients within the healthcare sector. Thereby, co-workers have mentioned that having mixed cultures on the workplace often leads to wrong interpretations between native colleagues and status holders. Like it has addressed that *“We have an Afghan lady here, but we have a certain way in communication which seem to be very threatening for her. However, for us (Dutch people) this is very normal.”* (CW1, Mental Health Nurse, Nursing home). Another participant addressed that he has mainly encountered conflicts between colleagues from different cultural backgrounds, *“Sometimes you cannot really explain it, but they are just two different cultures while they mean the same thing”* (CW2, First Responsible Nurse, Nursing home).

On the other hand, one spokesperson also indicated to disagree on such challenges regarding cultural differences as *“We don’t have that many problems with culture since we already have diverse teams. Here it is not an issue whether you are Muslim, Christian, or whatever because we already have a mixed culture.”* (SSP4, HR Advisor, Nursing home). In this way, the level of diversity on the workplace has influence on how such cultural differences are addressed as challenges while they might also bring along opportunities. Besides this, some status holders have experienced to struggle with how to fully express their feelings compared to how they usually express themselves in their native language. Additionally, *“we (status holders) are from another country so maybe we also have feelings that the others (Dutch colleagues) here don’t have at all”* (SH7, higher educated, Income Consultant). In this way, status holder can sometimes not accurately express themselves which influences their integration process.

7.4 COVID-19 PANDEMIC

Spokespersons, co-workers, and status holders also addressed the current COVID-19 pandemic to act as influential factor regarding refugee workplace integration. Spokespersons noticed that the pandemic has contributed to the fact that the employability of higher educated native applicants shadowed the qualities of status holder. Meaning that, the job opportunities for status holders (associated as being

lower educated by spokespersons) decreased as higher educated natives acquire job professions which are on paper more suitable for status holders. Additionally, co-workers mainly noticed that many labor agreements of status holders were ended. Thereby, the preventive COVID-19 measurements led to exclusion and misunderstandings by status holders on the workplace since explaining and understanding all measurements to status holders indicated to be difficult and time consuming.

Apart from the fact that the COVID-19 pandemic has made it more difficult to find suitable work, status holders themselves also addressed external difficulties due to this pandemic. Participants experienced that due to COVID-19 the Immigration and Naturalization Service (INS) experienced backlogs with their administration which led to the fact that status holders did not receive a response after they applied for a permanent residence permit. In the Netherlands, a temporary residence permit is sometimes not recognized by Dutch employers (mainly healthcare institutions). Meaning that, status holders are not insured without a permanent residence permit and can therefore not be hired since they are not insured. This limited accountability of the INS has also been noticed by Spokespersons since the backlog in administration led to spokespersons feeling highly accountable to assist status holders within this process while it has addressed to be time consuming.

In this way, status holders experienced stressful situations as this led to mental unrest and therefore stress at work. Thereby, status holders have mentioned that the pandemic has led to a decrease in physical contact and meetings with colleagues since most colleagues worked from home. This limited physical contact has been indicated as something they missed. Thereby, this also led to a worsened language proficiency as one status holder addressed that *“At my work I do not talk very much. And I feel like my Dutch competency decreases, because I had a B2 diploma and [uh..] if you sit at home during Corona, you do not talk much, do not meet many people, then your Dutch gets worse.”* (SH6, higher educated, Civil Engineer). Besides this, status holder mentioned to feel less comfortable online compared to working at the work floor. Additionally, status holders also addressed that due to the pandemic social team activities outside work have been left behind while the same CSR enterprises used to have many ‘get together team activities’ before the pandemic.

7.5 HIDDEN BIAS

The focus group discussion shed daylight upon a hidden bias regarding status holders. Besides the fact that spokespersons regularly addressed refugees as “status holders” and “people”, they have also been highlighted as being differently and other, such as *“those people”*, *“foreigners”*, and *“a different kind of people”*. Besides that, status holders have mainly been addressed in numbers instead of their first names which sometimes gave the impression that the spokespersons see them as their property since they mentioned *“I have about four”*, *“I also have a status holder”* and *“We now have three more in service. We ended up employing eight of them”*, this touches upon an unconscious power relation. Thereby, some nationalities have also been labelled and stereotyped as being vulnerable and lower educated, like *“An Eritrean is of course, in general, just a farmer with a two-by-two (square meter) piece of land with a donkey on it, which has solely completed his primary school.”* (SP2, Owner, Construction Company). On the other hand, the same spokesperson has also associated the status holders as being “gems”. This seems that the hidden biases have been adopted unconsciously.

7.6 TIME CONSUMING

In addition, co-workers indicated that guiding status holders on the workplace is time consuming and takes a lot of energy. Especially within Healthcare and Welfare, it has been mentioned that participants

struggle with offering adequate guidance since some Nursing homes experience to have a shortage in staff. It has mentioned that “*The time is limited (...) I understand her very poorly. And then I have a conversation with [[status holder]] and then I sometimes have to keep it short because the occupation does not allow it.*” (CW2, First Responsible Nurse, Nursing home). Even one participant mentioned “*Yes I find it (the personal guidance) annoying. For me it just takes a while to guide her (status holder) on the workplace. Like I said, I really have enough to do besides dragging someone around all the time.*” (CW4, Nutrition Assistant, Nursing home). The latter indicated that this participant experiences the guidance as a barrier within her personal profession.

7.7 CONCLUSION

Concluding, numerous challenges regarding refugee workplace integration have been addressed by spokespersons, co-workers, and status holders themselves. As mentioned, all these participants experienced the language barrier, cultural differences, and the COVID-19 pandemic to be influential factors of refugee workplace integration. Besides that, spokespersons both addressed that job mismatches negatively influence status holders’ intrinsic motivation on the workplaces. Also, a hidden bias has been identified within the focus group discussion of spokespersons, which inevitable leads to unequal treatments of status holders on the workplaces. Finally, co-workers have mentioned that integrating status holders on the workplaces is time consuming and therefore challenging to generate a successful placement.

8. EXPERIENCES OF REFUGEE WORKPLACE INTEGRATION

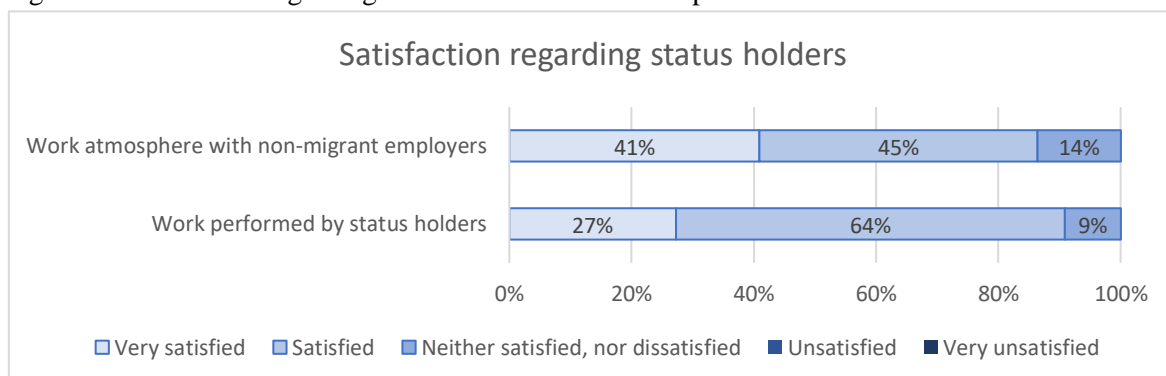
SQ3: How has refugee workplace integration been experienced by CSR enterprises and in what way do status holders feel integrated on the workplaces of CSR enterprises?

All participants, including spokespersons, co-workers, and status holders, have been questioned about their level of satisfaction regarding status holders. This chapter will discuss the findings per stakeholder.

8.1 SPOKESPERSONS

When looking at figure 9, the online survey indicated that 45% (n=10) of the spokespersons are satisfied with the work atmosphere between the status holders and employees without a migration background, followed by spokespersons being very satisfied (41%, n=9) and neither satisfied, nor dissatisfied (14%, n=3). Thereby, the majority has mentioned to be satisfied with the work performed by status holders (64%, n=14), followed by 27% (n=6) being very satisfied and 9% (n=2) being neither satisfied, nor dissatisfied.

Figure 9. Satisfaction regarding status holders on the workplace.



Additionally, within the focus group discussion spokespersons indicated to have various interpretations regarding their level of satisfaction concerning the work performance of status holders. Most of the spokespersons seemed to be satisfied in first instance, *“We are very happy with the guys who work with us now. Certainly, the stucco worker really is a gem, he really is a great guy”* (SP2, Owner, Construction Company). Nonetheless, mainly participants within Healthcare and Welfare immediately touched upon the fact that language is often indicated as a great barrier on the workplace by referring to the *“suitability”* of status holders being the *“dilemma”* where the language proficiency is indicated to be too low compared to the job profession status holders are hired for. Nonetheless, regarding the question whether respondents would recommend other enterprises to start employing status holders, the majority (64%, n=14) indicated ‘yes’, followed by ‘probably’ (27%, n=6) and uncertain (9%, n=2).

8.2 CO-WORKERS

The experiences of co-workers regarding the integration process of status holders have mainly been positive. *“She (status holder) currently knows how to run the department. It is just a wonderful person to work with. Therefore, we get a really nice colleague in return of which I think I would like to continue working with.”* (CW1, Mental Health Nurse, Nursing home). However, one participant indicated to be unsatisfied as she addressed the integration process of one specific status holder to be *“very laborious”* since she did not experience any willingness to work and participate. This co-worker also identified integration on the workplace as something *“difficult”* and that someone’s intrinsic motivation needs to be instantly present since she mentioned that *“Of course we have enough colleagues who do not fully master the language and that is of course no problem at all as long as they are proactive and keep asking questions.”* (CW4, Nutrition Assistant, Nursing home). Therefore, she touched upon the fact that assertiveness is indicated as an important factor to stimulate the integration process. Afterwards she also mentioned, *“I would rather do my work alone than have to take someone like her (status holder) with me.”* This also explains that all co-workers indicated that status holders belong to the team as they are valued by them and gained responsibilities, except for this co-worker. Regarding the belongingness of the status holder to the team, this co-worker mentioned *“No not at all. No, no, she really excluded herself from the team. Only at the end I was like (sigh) she came and sit with us and asked things. But why? Why now? Why solely at the end?”* (CW4, Nutrition Assistant, Nursing home).

8.3 STATUS HOLDERS

As mentioned before, refugee workplace integration on individual level, has been indicated to be stimulated by job satisfaction, feeling comfortable and safe, social bridges, level of inclusion (belongingness and uniqueness), and the absence of discrimination on the workplace. Thereby, it has indicated that someone’s language proficiency, educational attainment and work experience are the most influential factors for status holders for entering the labor market. This chapter will discuss to what extent the status holders under the umbrella of the Amsterdam approach feel integrated on the workplaces of the CSR enterprises. Thereby, a distinction has made between higher and lower educated status holders to indicate whether refugee workplace integration differentiates when looking at the educational attainment.

JOB SATISFACTION

Most status holders positively reacted on the question whether they are satisfied with their job. All higher educated status holders indicated to be satisfied with their current job. Like one participant

mentioned that *“I find it really interesting and informative. I learn something new every day. It is really interesting, it has lots of challenges yes. Really, it's not always easy, but it is a really good challenge.”* (SH7, higher educated, Income Consultant). Another participant (SH5, higher educated, English Teacher) mentioned to be satisfied as she has improved her Dutch language proficiency and is pushed to work hard while there is space to learn and make mistakes. In this way, higher educated status holders indicated to be satisfied since they experience to be challenged which generates a level of self-satisfaction. Meaning that, most of the higher educated status holders perceived to be satisfied due to the sense of fulfilment and self-development within their job duties.

This is different compared to lower educated status holders, which addressed to be satisfied with their current job mainly since they are embraced by “good people” also referred to as colleagues and clients on the workplace. This is also reflected by the only status holder (SH8) which clearly indicated to be unsatisfied with his former job at [[fast food chain]], since he mentioned *“I have a very, very, very bad experience there. They treated me like a cabbage, like rubbish you know.”* He mentioned to experience a lot of *“disrespect from coordinators”* and since most managers *“always put me on the grill”* which is associated as a *“stupid, irresponsible duty”*. Besides that, one participant mentioned to be satisfied as *“the colleagues are really nice and (uh..) I have no pressure at work, it is easy.”* (SH2, lower educated, dish washer). This shows that the sense of fulfilment and self-development is not necessitated for this status holder. This explains that lower educated status holders associate job satisfaction mostly with employee relationships, next to getting responsibilities.

FEELING COMFORTABLE, SAFE, AND RESPECTED

Feeling comfortable, safe, and respected at work stimulates to what extent a status holder feels integrated on the workplace. Within this research, the majority of higher and lower educated status holders addressed to feel comfortable. Feeling comfortable and safe have mainly been addressed as colleagues offer guidance, are involved within the decision-making process and kind to status holders. The major characteristics addressed regarding colleagues were *sweet* and *kind*. This ‘friendliness’ can generally be understood as a lack of conflict and sense of acceptance from colleagues. Also, trustworthiness by co-workers helps participants to feel more comfortable as one participant noticed now that her Dutch proficiency level is higher, colleagues have more trust in her, compared to her former professions when her language proficiency was lower. In this way, trustworthiness seems to simultaneously grow with one’s language proficiency and is necessary to build not only your own reputation, but also strong relationships with colleagues.

On the other hand, both higher and lower educated participants have indicated to feel uncomfortable as well. One participant addressed that she clearly set and shared her personal boundaries to her colleagues, still she felt uncomfortable as her colleagues repeatedly disrespected her as they crossed her boundaries. Another participant felt uncomfortable since he experienced to be treated unequally compared to his co-workers and since his supervisors mainly provided destructive feedback in front of his colleagues. *“They really put me down in front of everyone”* (SH8, Order Picker, Distribution Center Supermarket). As his supervisors did not respect him, he noticed that his co-workers did not respect him either. This has also been confirmed by another status holder which experienced to be disrespected at her former work experience where she mentioned that a team leader *“treated us like we were slaves, slaves”* (SH5, higher educated, English Teacher). This shows that respect goes along with an equal power relationship, especially those with a managerial role. Next to this, it has also been addressed that the online workplace discourages participants to feel comfortable. Therefore, working at the workplace stimulates to feel more comfortable.

ABSENCE OF DISCRIMINATION

The theme ‘discrimination’ has both been highlighted in a positive and negative way regarding refugee workplace integration. One participant addressed to be ‘fitting in’ unless the fact that she used to be the only employee on the workplace with a black skin color (see passage). Thereby, she addressed to have been discriminated at former workplaces in the Netherlands where she was in the same situation and co-workers without migration background did discriminate her due to her skin color.

“I’m just fitting in there”

“This is not the first place that I’ve worked in here in Holland. I’ve worked in different places. But, you know, some places when you’re black, some people look at you like nothing. You know? Like they see you, I don’t know how they see you. That (...) it’s something that I learned from here (at her current workplace), because these people (colleagues) have so much.. (starts laughing) they are all white. There is a time I was the only one who was black, but everyone was like ‘Hi (name SH3)’ you know. They are all happy with me. Yeah. So I don’t feel any more like, ‘Oh my God, you know I’m black and everyone is white’ you know [laughter]. So I’m just fitting in there.”

SH3, lower educated, Housekeeper and Waitress

Besides that, one status holder clearly indicated to feel discriminated at his former job experience at [[fast food chain]], since he mentioned *“I have a very, very, very bad experience there. They treated me like a cabbage, like rubbish you know.”* (SH8, lower educated, Order Picker). He mainly mentioned to experience a lot of disrespect from his supervisors since they always put him ‘on the grill’ which is been associated as a *“stupid, unresponsible duty”* which no one else does. Therefore, he mentioned that *“I don’t think they (colleagues) like black people there, you know, that’s what I think”*. Nevertheless, the same status holder indicated that he has recently been hired for a new job as order picker at a distribution center where he indicated to be positively surprised as he has not experienced any discrimination as everyone treats him like a proper colleague as he mentioned *“I love it, love this place. I like it.”*

SOCIAL BRIDGES

Within the social bridges with other communities than status holders, the formal but mainly informal contact within the workplace has been indicated to influence refugee workplace integration. Regarding these social bridges, participants have mainly addressed to have more formal contact moments compared to informal contact moments.

Regarding the formal bridges, the most dominant theme regarding the social bridges indicated to be the social support of colleagues. This showed that participants experienced the helpfulness, flexibility, and possibility to ask questions to colleagues to be very valuable. The idea that *“I can ask questions to everybody, even to the boss”* (SH3, lower educated, Housekeeper and Waitress) has generated a feeling of safety, reciprocity, as well as it reflects a balanced power relationship. Thereby, it has noticed that higher educated status holders addressed the guidance from supervisors with the expertise in the field of their profession to be very meaningful. This together with having one specific supervisor, a buddy, has been addressed to be valuable. In this way, the cooperativeness and exchange of resources, being knowledge and expertise, is indicated as dominant factor. This goes together with the accessibility of colleagues, which has also indicated to be important as the better a colleague is accessible the more questions can be answered which limits the uncertainty of status holders. However, the COVID-19 pandemic has led to fewer social bridges with colleagues on the workplace since status holders were

restricted in distance or had to stay home since “*we are still required to have 1,5-meter distance or we have to stay home*” (SH8, higher educated, Income Consultant).

Besides this, participants have indicated that informal contact with colleagues is limited as none of them meet outside work. One participant mentioned that “*I do not see them (colleagues) outside work, I think it would be really nice, but I don't see them outside because I only see them here (at work).*” (SH3, lower educated, Housekeeper and Waitress). While other status holders addressed COVID-19 to play a vital role in this limited contact, some participants addressed that there is solely no time for such informal conversations due to the work pressure. Still, some participants do experience informal contact on the workplace during their lunch breaks when they go for a walk or have chit chats about their daily life.

INCLUSION

Inclusion on the workplace has determined as the degree to what extent an employee perceives to feel like an esteemed member of the team through experiencing treatment that satisfies his or her needs regarding belongingness and uniqueness (feeling valued). Accordingly, exclusion is identified when an “individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders” (Shore et al., 2011, p. 1266). In this way, the ethnic minority group members feel excluded from the so-called ‘inner circle’ when they “felt uncomfortable, devalued, or alone at work, or excluded during breaks” at the workplace, this is often in line with a lower job satisfaction. The higher the perception of belongingness at work, the more someone feels to be integrated on the workplace.

Participants have mostly indicated to feel part of the team at the workplaces of CSR enterprises cooperating with the Amsterdam approach. The most dominant emotional themes within this part of the interview with status holders were to ‘*feel like home*’, ‘*like being with your family*’, often related to ‘*feeling comfortable and safe*’. Like one status holder addressed “*I feel at home. I feel safe. I feel comfortable. I feel so good. It's like I'm in Uganda [laughter]*” (SH3, lower educated, Housekeeper and Waitress). This, together with the idea that she could sit next to her boss during lunchbreaks, embraces a more collectivistic-oriented organizational culture. More often, status holders expressed feelings of inclusion in the context of social support, describing scenarios in which they received constructive feedback instead of complaints from colleagues with managerial roles. This was because some participant indicated to be used to receiving destructive feedback at previous workplaces embracing a performance-oriented culture. Besides this, participants also addressed to feel valued since they were involved into the decision-making process and therefore acquired certain responsibilities on the workplace. Improving the Dutch proficiency on the workplace has also been indicated to be of high importance to be able to feel valued on the Dutch workplaces.

Besides this, one participant has also experienced to be excluded as dominant themes like feeling of isolation, not being valued, rejection, and discrimination were shared. However, this was solely experienced regarding previous work experiences. Meaning that, the current work experiences of status holders at CSR enterprises indicated to be more inclusive as they experienced to be esteemed members of the team. Nonetheless, some participants still experienced a subtle feeling of exclusion due to ‘*knowledge gaps*’, ‘*insufficient command of the language*’, and ‘*insufficient professional skills*’ compared to organizational insiders.

8.4 CONCLUSION

Most spokespersons indicated to be (very) satisfied with the work atmosphere and the job performance of status holders. However, within the Healthcare and Welfare sector it has noticed that mainly the language skills of status holders seem to be insufficient regarding their job professions and are therefore negatively influencing their job performance. Still, the majority would recommend other enterprises to start employing status holders. Thereby, most co-workers have been satisfied with the status holders on the workplaces due to the eagerness of status holders, their adequate job performance but also the willingness of co-workers to guide status holders. However, one co-worker indicated to be very unsatisfied which has mainly been influenced by a lack of assertiveness and a lack of intrinsic motivation which made guiding a status holder on the workplace very time consuming.

Besides this, except for one lower educated status holder, most status holders have indicated to be satisfied with their current job. Higher educated status holders mainly indicated to be satisfied with their currently job due to the sense of fulfilment and self-development while lower educated status holders mostly perceive job satisfaction by employee relationships. Thereby, most status holders indicated to feel comfortable, safe, and respected due to adequate personal guidance, trustworthiness of co-workers, equal treatment, and balanced power relationship. Although discrimination has rarely been touched upon by status holders, discrimination has been addressed in a negative sense as one status holder felt to be unequally treated due to a feeling of being unvalued by colleagues with a managerial role. Besides this, status holders mainly addressed to have more formal contact moments compared to informal contact moments while these are both limited due to the COVID-19 pandemic. Hereby, the cooperativeness of co-workers, their exchange of resources being knowledge and expertise, and their accessibility are indicated to positively influence their feeling of belongingness. Finally, most status holders have indicated to feel part of the team at the workplaces of CSR enterprises cooperating with the Amsterdam approach, by *'feeling home'* and addressing colleagues as *'family'*. More often, status holders expressed feelings of inclusion in the context of social support, describing scenarios in which they received constructive feedback instead of complaints from colleagues with managerial roles. It is remarkable that feelings of inclusion were mostly highlighted by making comparisons with moments of exclusion at former work experiences in the Netherlands. None of the status holders have experienced extreme moments of exclusion within their current professions, some status holders experienced subtle moments of exclusion due to insufficient command of the language, knowledge gaps, and insufficient professional skills compared to organizational insiders on the workplace.

9. EXPERIENCES REGARDING THE AMSTERDAM APPROACH

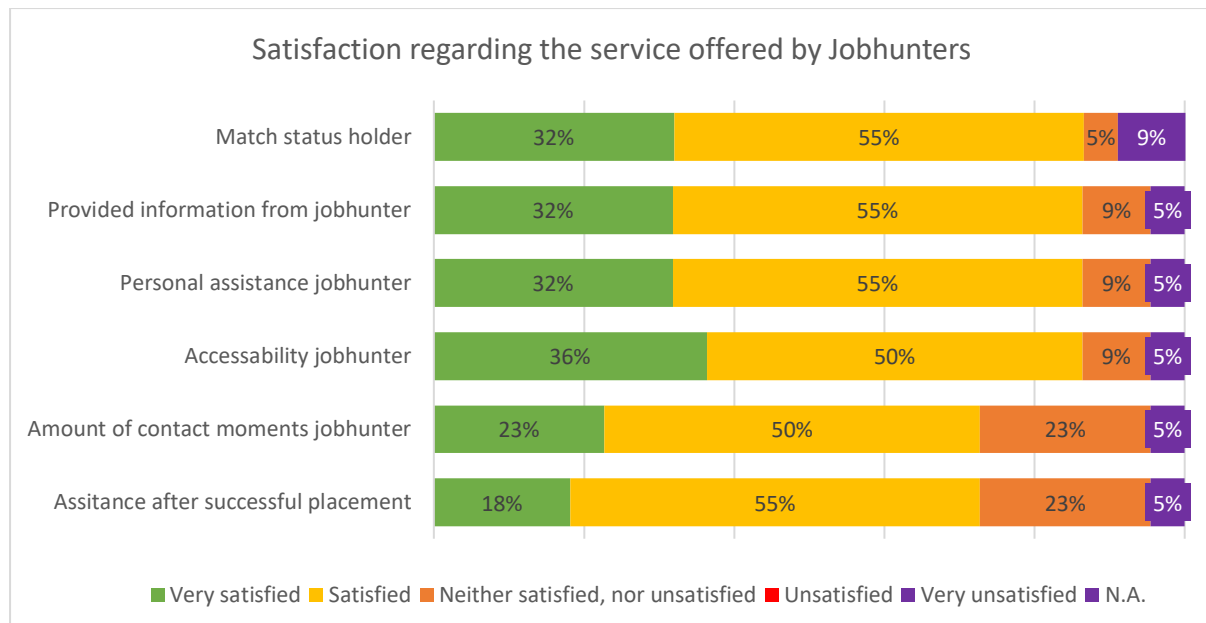
SQ4: How has the Amsterdam approach been experienced by the CSR enterprises and the status holders, in what way are the supportive instruments effective?

Spokespersons of the CSR enterprises, but also the co-workers and status holders, have been questioned about their experiences regarding the offered service by Jobhunters and supportive instruments of the Amsterdam approach. There has been focused on the service of Jobhunters as they are the direct contact persons of the CSR enterprises. Regarding the spokespersons, 68% indicated to recommend other enterprises to cooperate with the Amsterdam approach and 22% (n=) who would probably recommend it while 10% indicated to be uncertain about recommending it. This chapter will show where this level of (un)satisfaction comes from concerning spokespersons, co-workers, and status holders themselves.

9.1 SERVICE OFFERED BY JOBHUNTERS

Figure 10 shows the level of satisfaction of spokespersons of CSR enterprises regarding the service offered by Jobhunters. This indicates that spokespersons are most satisfied about the accessibility of Jobhunters and least satisfied regarding the assistance after status holders have been successfully placed, which has been indicated to be important for a sustainable integration process.

Figure 10. Satisfaction of CSR enterprises regarding the service offered by Jobhunters.



Additionally, within the focus group discussion participants reacted mostly positive when the topic, “Jobhunters”, was mentioned due to their helpfulness and adequateness. One participant even mentioned that *“She (Jobhunter) really is the best civil servant which I have ever, ever met.”* (SP2, Owner, Construction Company). Nonetheless, it has mentioned that *“It is clear that they (Jobhunters) have an aim to ensure that those people (status holders) get out of social assistance benefit, and that (...) you can notice, and I find that questionable.”* (SP5, Unit Manager, Nursing home). Therefore, Jobhunters are also addressed as too intrusive and goal oriented on the short-term.

Next to this, status holders have indicated that Jobhunters are friendly, supportive, and helpful in assisting within the job seeking process and the moments after successful placement. Status holders especially touched upon the idea that they can reach out to Jobhunters at any given moment and that they are treated with a personal touch. This reflects upon the customer-based guidance, one of the main values of the Amsterdam approach. Participants also mentioned the perseverance of Jobhunters, the willingness, to find paid jobs for status holders to be impressive. *“She (Jobhunter) has called a lot with recruitment agencies in the Netherlands, to find paid work for me. She worked very hard for me.”* (SH7, higher educated, Income Consultant). Next to this, it has addressed that *“She (Jobhunter) always supports me and [uh..] always encourages me so I feel safer because of her.”* (SH6, higher educated, Civil Engineer). In this way, status holders indicated to feel comfortable and safe as Jobhunters are experienced as empathetic counselors where status holders can confidentially discuss problems in the workplace with and eventually get adequate advice.

Nonetheless, one status holder also addressed that unless the fact that he felt discriminated and disrespected on the workplace of a fast-food chain, the Jobhunter kept pushing him to not stop the contract due to the generated income which he would otherwise miss. However, it is questionable whether this is the right approach since the status holder mentioned *“I rather stayed home without no money, that would have been better than going there (fast-food chain), because when I went there sometimes it made me feel very sad.”* (SH8). This has also been highlighted by the passage below which indicates that Jobhunters must understand that time is key and since every person is unique there is not one best way to serve status holders as some are very eager to get out of social benefit assistance and want to be independent and some are not.

Customer-based approach is highly recommended

“They (Jobhunters) have to understand that we come from some uncertain situations where it's difficult to manage in a new place with the language barrier and the culture shocks. So some time it's okay to give some extra time because of course, eventually we are not going to last on uitkering [social benefit assistance]. This way or the other way, whoever wants to get out of uitkering they will.”

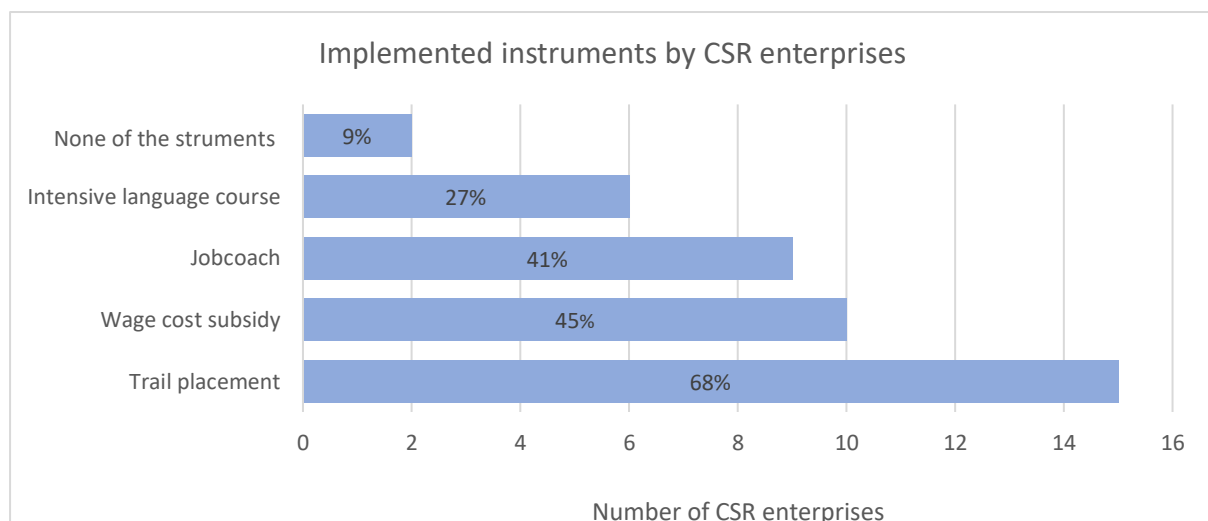
~ SH4, higher educated, IT Application Tester and Developer ~

9.2 SUPPORTIVE INSTRUMENTS

Besides the offered service from Jobhunters, the Amsterdam approach offers four supportive instruments to CSR enterprises to provide guidance in employing status holders on the workplace. Thereby, status holders have been asked about three of the four supportive instruments as Wage Cost Subsidy has been excluded since this instrument is solely offered to employers. The experiences of spokespersons and status holders regarding the instruments will be discussed below.

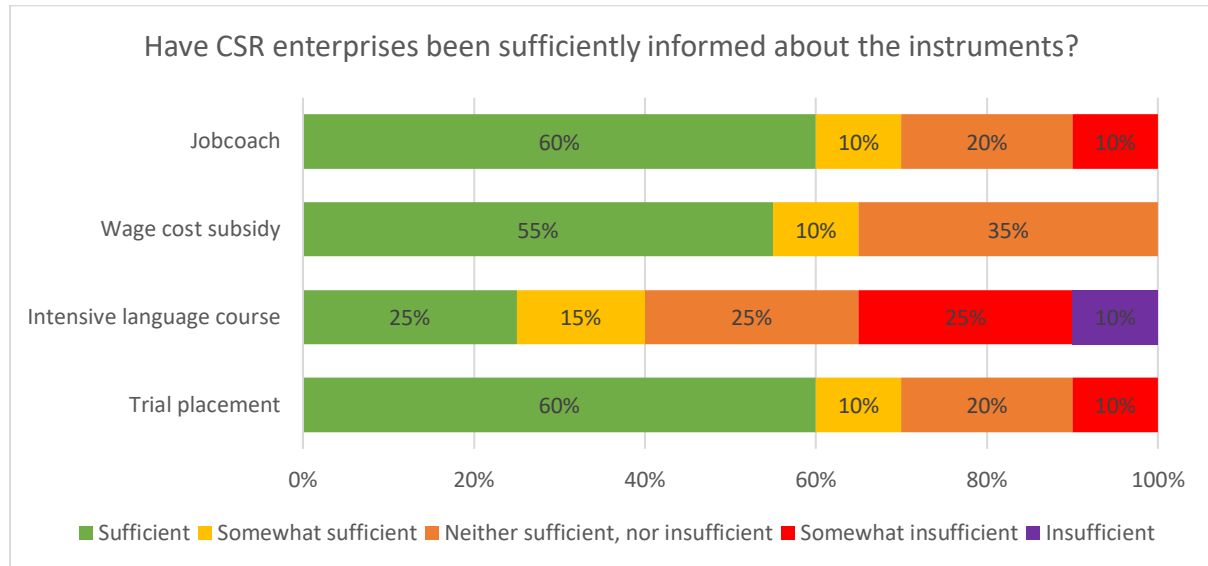
Figure 11 shows how many CSR enterprises have implemented the instruments. Here, the Trial Placement (68%, n=15) has been implemented mostly, followed by Wage Cost Subsidy (45%, n=10), Job Coach (41%, n=9) and Intensive Language Course (27%, n=6). Besides that, 9% (n=2) has not implemented any of the instruments.

Figure 11. Implemented instruments by CSR enterprises.



Next to this, figure 12 shows in what way CSR enterprises have experienced to be sufficiently informed about the supportive instruments. This indicates that respondents experience to be most sufficiently informed regarding the Job Coach and Trial Placement, while they have indicated to be least informed about the existence of the Intensive Language Course. Every instrument will be discussed below.

Figure 12. Level of informativeness regarding the supportive instruments.



INTENSIVE LANGUAGE COURSE

Four spokespersons mentioned that the employed status holders at their CSR enterprise follow ‘language courses’. One spokesperson addressed the importance as *“I think those language lessons are really the solution, because it is difficult if you hire someone to immediately decide whether we will continue with someone”* (SP4, HR Advisor, Clinical Chemistry Labs). However, most of the spokespersons indicated that they were unsure whether those language courses are the Intensive Language Courses focused on the work jargon of the workplace or the courses from the integration course for naturalization. For instance, SP1 (Regional Manager, Nursing home) mentioned that *“the status holders often get assistance in the language but not with this intensive one I guess.”* This goes hand in hand with the fact that the Intensive Language Course has been rarely implemented and spokespersons indicated to be least informed this instrument. Thereby, it has addressed that the COVID-19 pandemic negatively affected the courses since they were no longer provided physically but online.

Besides this, most status holders have not made use of the intensive language course focused on the work jargon as they solely made use of the regular language courses obligated by the integration course for naturalization. Nonetheless, three status holders indicated to use the intensive language course. It has been mentioned that since it is *“pretty hard”* to achieve the business level of proficiency in Dutch, the intensive language course is a meaningful tool. A civil engineer (SH6, higher educated) mentioned that during the course *“We (status holders) watched a lot of videos about the technology and also a lot of articles about civil engineering, also from [[name of employer]] projects or from different ones. That was really helpful, really helpful.”* This shows that the practical course content is useful and accurately addresses terminologies of the specific industry status holders are working in.

JOB COACH

Two spokespersons mentioned that the employed status holders have used a Job Coach. Nevertheless, it seemed like spokespersons were not adequately informed about the intention of a Job Coach as some associated it with a Jobhunter, *“Do you mean the job hunter?”* (P3, HR & IT Manager, Bicycle Rental Company). While another spokesperson indicated that he was not fully aware about the idea of a Job Coach he mentioned that *“Still, I think the more (instruments) you can use, the more it will lead to a successful placement.”* (SP2, Owner, Construction Company).

Besides this, none of the status holders have indicated to have been assisted by a Job Coach. Strikingly, none of the status holders knew what the concept of a Job Coach entails as most of them questioned the concept and confused it with Jobhunters, *“Job what? It is not a Jobhunter?”* (SH3, lower educated, Housekeeper and Waitress). As Job Coaches are experts which mediate between employers and status holders experiencing certain issues on the workplace, SH8 (lower educated, Order Picker) who experienced to be discriminated by colleagues, could have been the designated client to receive this supportive instrument. He himself also addressed that he could have used help from the Gemeente Amsterdam, however, *‘Nobody even called me to even ask me ‘what's the problem?’*.

TRIAL PLACEMENT

Four spokespersons mentioned to make use of the Trial Placement. This instrument has been addressed as *“a little exam to test how things are going and to estimate whether there is room for improvement or not”* (SP4, HR Advisor, Clinical Chemistry Labs). Also, it has been mentioned to be *“perfect, because when we are looking for a technical person who has a feeling for technology and can therefore work with his hands, we can now see after a few months if he already masters it or not.”* (SP3, HR & IT Manager, Bicycle Rental Company). In this way, spokespersons mainly indicated that the Trial Placement is helpful in reaching successful job matches.

Besides this, it can be mentioned that it seems like many status holders are not fully aware whether they have made use of a Trial Placement. Some status holders mentioned to have received trainings in the beginning of the placement while others mentioned that such trainings were part of the traineeship they have applied for. Indicating that, such trainings were not part of a Trial Placement. Nonetheless, participants have addressed that the trainings and workshops in general are valuable and meaningful as it supports them in getting to know the job tasks on a slower pace, step by step. Thereby, status holders have also indicated that that trainings and workshops have helped in stepping out their comfort zone and gain confidence on the workplace. Besides that, it has assisted in getting familiar with colleagues on the workplace and, therefore, it is the starting process of building employee relationships.

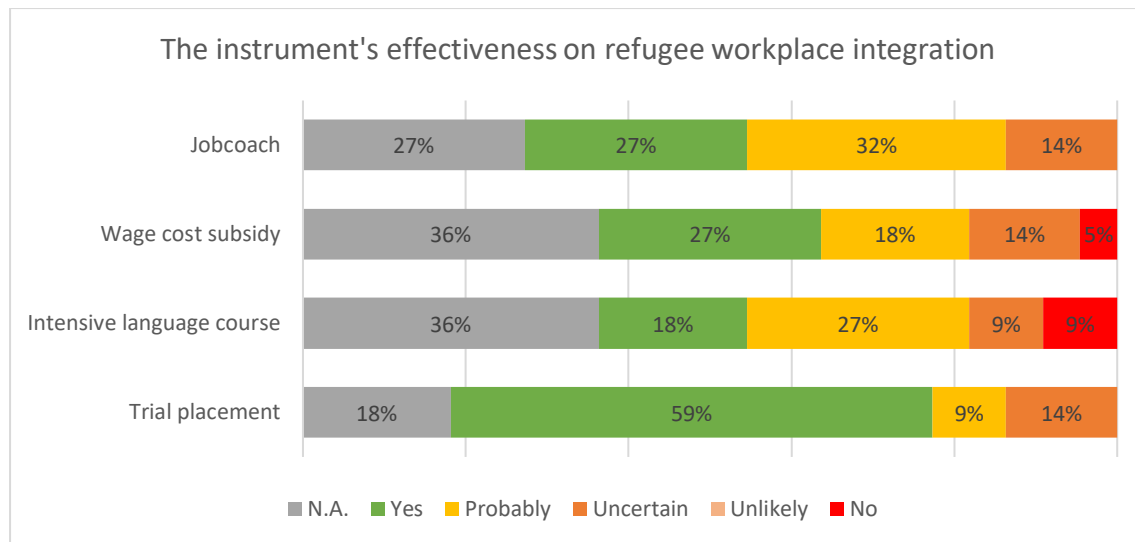
WAGE COST SUBSIDY

Solely two spokespersons mentioned that they applied for the Wage Cost Subsidy of which one participant indicated to be satisfied with this instrument, especially in the beginning as employeing status holders *“simply takes much more time and effort than you ultimately earn”* (SP2, Owner, Construction Company). Nonetheless, it seems like this supportive instrument mainly drives a financial assistance instead of assisting integration on the workplace, compared to the other three instruments. Thereby, another participant mentioned *“[Uh..] I have to be honest that I was not very aware of that (the wage cost subsidy), I have never heard that this was possible, so that is a good suggestion for next*

time (laughter).” (SP4, HR Advisor, Clinical Chemistry Labs). This indicates that spokespersons are not informed properly.

Finally, figure 13 shows whether CSR enterprises experienced the supportive instruments to be effective regarding refugee workplace integration. This shows that the Trial Placement is experienced as most effective, followed by the Job Coach, Wage Cost Subsidy, and Intensive Language Course.

Figure 13. Instrument’s effectiveness regarding refugee workplace integration.



9.3 POINTS OF ATTENTION FOR THE AMSTERDAM APPROACH

SPOKESPERSONS

Regarding the final open question, *In addition to the support offered by the Gemeente Amsterdam, what else would you need to hire status holders within your CSR enterprise?*, different answers have been provided by spokespersons within the focus group discussion. Here, participants have highlighted four aspects to be missing within the Amsterdam approach.

LACK OF AWARENESS

Spokespersons indicated that at first instance, they were not aware of the existence of the Amsterdam approach. *“As employer I would never have thought ‘Oh I can also just hire refugees so status holders.’ I think that a lot of employers don't know where to look or whether there are subsidy options.”* (SP2, Owner, Construction Company). This relates with the fact that some spokespersons indicated that they got in touch with the Amsterdam approach due to VluchtelingenWerk (The Dutch Refugee Council), while they were not even aware of the Amsterdam approach itself.

ACTIVELY INVOLVE CSR ENTERPRISES

Spokespersons also mentioned that they are willing to be more involved within the matching process and the decision-making process for employing status holders *“to play a more active role as employer”* (P3, HR & IT Manager, Bicycle Rental Company). They came up with the suggestion to create a database with vacancies of status holders, like a matching platform. *“Basically, you want a kind of*

Tinder so you can swipe (laughter)” (SP2, Owner, Construction Company). In that sense, the participants indicated to be willing to contribute to the matching process by sharing vacancies or find potential candidates within such a platform. Next to this, the same participant also mentioned to be interested in a Sounding Board for Employers, *“an advisory group where you can even take a more proactive role as employer, so you can proactively promote vacancies and share ideas and such.”* (SP3, HR & IT Manager, Bicycle Rental Company). Then the aim of the advisory group is to receive information, ideas, and feedback from employers to employers and the Gemeente Amsterdam concerning all kinds of issues while employing status holders.

PRESSURE ON CSR ENTERPRISES

Regarding the Amsterdam approach, SP1 (Regional Manager, Nursing home) has also mentioned that a lot of risk is put on the shoulders of the healthcare institutions, due to the way the internships are intertwined in the educational trajectories in which healthcare organizations play a vital role as they create an environment in which status holders can experience to put theory in practice. *“I think we could hire more status holder if it would just be the other way around, when you would say as the Gemeente Amsterdam, we pay for the education and then they follow an internship at your organization.”* Therefore, the same spokesperson suggested to get around the table with employers and critically discuss this issue by listening to the expertise from employers employing status holders.

MORE GUIDANCE REGARDING THE “PAPERS”

Next to this, two participants experienced that, especially in the beginning *“the papers”* of status holders are often incomplete. Here, papers are mostly referred to the fact that the temporary residence permit of some status holders needed to be extended. However, as mentioned before, the Immigration and Naturalization Service experienced backlogs regarding their administration due to COVID-19. At the same time SP5 (Unit manager, Nursing home) interrupted with *“It is mostly the people (status holders) who have just arrived, who seem to have a lot of papers. Which I think the municipality needs to know because people (status holders) cannot follow an internship then.”* This shows that the spokespersons sometimes miss extra guidance from the Amsterdam approach in the documentation regarding the immigration policies to be able to accept the application and hire status holders.

CO-WORKERS

Besides this, participants have also been asked what they would need more to successfully integrate status holders on the workplace. Therefore, multiple suggestions have been made.

(LANGUAGE) BUDDY

Co-workers suggested that, especially in the beginning of employment, status holders immediately need to be assigned to one specific colleague, a buddy, on the workplace. This stimulates the integration process as both parties can get to know each other more and questions can directly be formulated to the buddy. In addition, writing and speaking the Dutch language has been mentioned to be the biggest frustration while integrating status holders on the workplace. One participant mentioned that *“I do miss the help they (status holders) do not get with regard to language, talking and speaking.”* (CW2, First Respondent Nurse, Nursing home). Therefore, this co-worker explained that they have proactively helped one status holder in finding someone who could tutor her with the Dutch language within her spare time. This extra language buddy experienced to be meaningful and is therefore suggested as well.

SUPPORT CO-WORKERS

Co-workers have indicated to be missing advice in how to offer the best guidance to their colleagues to integrate status holders on the workplace. This is because it has been mentioned that *“I think we could have used some advice in how to guide the rest of the team a little more as we sometimes forgot to inform the team about the status holders, because in the end, of course, the entire team accompanies and guides them on the workplace.”* (CW5, Floor Supervisor, Restaurant). Thereby, this participant also indicated that it has been challenging as she does not want to treat status holders differently, still, she has experienced that this is sometimes necessary.

LISTEN TO THE EXPERTISE OF CSR ENTERPRISES

Besides this, one participant mentioned that in the future the Gemeente Amsterdam needs to listen more to the expertise of CSR enterprise. This is since one participant experienced to be part of a performance appraisal between her coordinator, the status holder, and the Case Manager of the Gemeente Amsterdam, to discuss the status holder’s performance and to consider whether the status holder could be promoted to a higher [niveau]. *“That conversation didn't go very well (...) I rather would have run away”* (CW4, Nutrition Assistant, Nursing home). This was mainly because of a strong disagreement, since the Case Manager was willing to promote the status holder to a higher [niveau], while the coordinator (of the Nursing home) disagreed due the insufficient job performance of the status holder. The co-worker mentioned that *“apparently the Case Manager has shared expectations to her (status holder) which were not going to happen, and I regret that. Then I think, let us go through the entire internship first, listen to what the organization (Nursing home) advises, and then make further and follow-up steps from there.”* Therefore, in the future the right expectations especially regarding status holders need to be set transparently and by listening to what CSR enterprises advise.

9.4 CONCLUSION

Both spokespersons and status holders have indicated that Jobhunters are friendly, supportive, and helpful in assisting within the job seeking process and the moments after successful placement. Still, Jobhunters have also been addressed as too intrusive and goal oriented on the short-term, which contradicts the aim for a sustainable integration process.

While the language barrier has been indicated to be the biggest challenge in refugee workplace integration, it is remarkable that spokespersons rarely implement the Intensive Language Course as well as that they indicated to be least informed about this instrument. Still, it seems to be meaningful for status holders as it supports in achieving a better proficiency level of the native language which increases status holders’ employee skills.

Regarding the Amsterdam approach, spokespersons have indicated to lack awareness concerning the Amsterdam approach. Also, they have missed to be involved, experienced too much pressure, and asked for more guidance within the documentation regarding immigration policies. Finally, regarding refugee workplace integration, co-workers have advised to immediately assign status holders to a (language) buddy, provide advice to co-workers in guiding status holders, and listen to the expertise of CSR enterprises.

10. DISCUSSION

This mixed-method research has set out to explore the experiences and challenges of refugee workplace integration by a multi-scalar inquiry with regards to the Amsterdam approach, embracing a strong focus on the level of CSR enterprises and status holders. When one sets out the findings on refugee workplace integration within the Amsterdam approach next to the academic field of migrant' integration studies, comparisons can be made that demonstrate the origins of problems and issues that shape the sometimes-exclusive labor market within Gemeente Amsterdam. Some key outcomes will be discussed to demonstrate the contextual linkages between today's refugee workplace integration process within the labor market of Amsterdam and the academic discussion regarding refugee workplace integration. The findings support the ongoing discussions within studies on inclusivity in organizations by showing the indirect ways how imbalanced power structures (re)produce inequalities in refugee workplace integration. Within the era of Brexit, Trump presidency, and IS, this study will add to the ever-growing sphere of anti-immigrant sentiments, which makes this study more relevant than ever before.

INTEGRATION, A TWO-WAY APPROACH OF ADAPTATION?

Within the academic field, integration is identified as a two-way approach of adaptation with continuous efforts from both sides (Phillimore, 2011; Berry, 1997). Meaning that, newcomers value both to maintain one's own culture and at the same time are open to enter the society and culture of the host country. This requires connection between the dominants (established culture) and non-dominants (newcomers) to enable the emergence of new values and identities. Correspondingly, the Gemeente Amsterdam (2019b) aims status holders "to work and integrate fully as happy citizens of Amsterdam", which reflects on integration on the workplace as being a two-way process. Nevertheless, research findings show that solely direct co-workers of status holders embraced this two-sided process, while members of the Amsterdam approach itself and spokespersons of CSR enterprises mainly identified successful refugee workplace integration with language- and culture assimilation. Meaning that, status holders are encouraged to giving up one's own culture to become part of the society in which one finds oneself within the dominant host society (Phillimore, 2011). In this way, it has been doubted whether bridging social capital with influential members of the dominant society is the only way to promote refugee workplace integration. Therefore, Glick Schiller & Çağlar (2016) identified emplacement by different types of social relations as it connects together space, place and power with sociabilities. Even though embedding incorporates the notion of the urban context and the importance of bridging social capital, nowadays integration is still the main concept derived from policies and implications within Gemeente Amsterdam. While integration and assimilation are often intertwined concepts and discussed at the same time, it is of high importance to recognize that this needs to be avoided as both concepts support different perceptions as mentioned above.

DISCOURSE OF LACK

Language competency has indicated to play a vital role when it comes to refugee workforce integration (Lee et al., 2020). It has identified as crucial for finding a job and also particularly in retaining employment to generate sustainable employment (Razenberg & De Gruijter, 2020). This correlates to the research outcomes since all scales, institutional-, organizational- and, individual level, indicated that the language proficiency of status holders, also addressed as the insufficient command of the Dutch language, is the major challenge in refugee workplace integration within the Amsterdam approach. Especially CSR enterprises indicated it as "*major barrier being the biggest problem*" as well as the lack of assertiveness on the workplace regarding status holders. In this way, status holders' shortcomings,

such as fluency and assertiveness, overshadow their added value (intrinsic motivation and diversity advantages) (Ponzoni et al., 2017). When analyzing the narratives of status holders, resilience to this 'discourse of lack', generated by the broader socio-cultural context and carried along the organizational level, is limited. Simultaneously, members of the Amsterdam approach showed to be successes in participating status holders on the labor market of Amsterdam, although, they do not challenge this discourse of lack. Status holders are aware of their shortcomings and, therefore, are thankful for the opportunity to participate on the workplaces of CSR enterprises. Both status holders' thankfulness and their adaptive behavior acknowledges the extent to which this discourse of lack is normalized. In this way, the expectations from the institutional level and the organizational level of language- and culture assimilation make status holders to be caught between norm and differences. Meaning that, status holders do not challenge the norm as such, therefore, they (re)produce dominant structures which recognize otherness as a deficit and increases their long-term vulnerability.

COVID-19 PANDEMIC

As argued in the theoretical framework, Lee et al. (2020) have identified numerous factors influencing refugee workplace integration regarding the institutional, organizational, and individual level. Nonetheless, the effects of the COVID-19 pandemic on refugee workplace integration have been left behind and therefore underexplored next to the already existing lack of empirical field data regarding the experiences and challenges of CSR enterprises promoting refugee career entry. However, the findings within this study have identified that the COVID-19 pandemic inevitably acts as influential factor regarding the integration process of refugees on the workplaces of CSR enterprises.

As indicated, status holders under the Amsterdam approach are mainly employed within key industries, hotel and catering industry and wholesale and retail industry, that have experienced a drastic decrease in the number of vacancies due to the pandemic (CPB, 2020). This has also been confirmed by the institutional level and the organizational level within this study as it has noticed that the employability of higher educated native applicants shadowed the qualities of status holders. Meaning that, the job opportunities for status holders decreased as higher educated natives acquire job professions which are on paper more suitable for status holders. In addition, it has noticed that many labor agreements of status holders were ended due to the COVID-19 pandemic. Thereby, the pandemic has also led to a disruption of the Immigration and Naturalization Service, which inevitably asked for more accountability form the organizational level while this has simultaneously been addressed as too time consuming.

In this way, status holders within this study experienced stressful situations as this led to mental unrest and therefore stress at work. Corresponding to Elisabeth et al. (2020), the language barrier of status holders negatively influenced the information access to adopting restrictions to mitigate their exposure to COVID-19. As a result, the findings have shown that the preventive COVID-19 measurements led to exclusion and misunderstandings by status holders on the workplace since explaining and understanding all measurements to status holders indicated to be difficult and time consuming for co-workers without migration background. Moreover, the pandemic led to a lower language proficiency due to the decrease in social interactions with co-workers because of the work from home policy.

Concluding, this study has shed daylight upon the fact that refugee workplace integration is still fueled with discontinuous efforts form both sides by a normalized discourse of lack. This together with the need for recognition on the growing impact of the COVID-19 pandemic on refugee workplace integration admits the high importance to decrease long-term vulnerability of refugees.

REFLECTION

To provide a well-considered answer on the main research question, it is fundamental for the former discussed research findings to be interpreted within the daylight of the limitations regarding this study.

Firstly, as Jobhunters are used as gatekeepers to access status holders working under the Amsterdam approach, this could have led to a potential selection bias. While Jobhunters have directly recruited participants based on the provided sample criteria, it could have been possible that Jobhunters have solely contacted those status holders with a successful placement to positively highlight their individual recruitment performance. This probable exclusion of unsuccessful placements might have provided an unreliable picture of the actual population of status holders which are employed at CSR enterprises under the Amsterdam approach.

Secondly, within the focus group discussion mainly spokespersons of CSR enterprises within the Healthcare and Welfare sector have been reached. Therefore, other sectors have been slightly excluded within the purpose of this research. As well as the fact that this has led to too much focus upon job experiences of status holders within customer service professions where direct contact with customers or patients is inevitable and, therefore, the 'language barrier' could have been highlighted too much. Therefore, the experiences and challenges of CSR enterprises lack nuances by other sectors.

Thirdly, as refugee workplace integration shares the need for a multi-scalar inquiry, this research has mainly focused on the organizational- and individual level. Unless the fact that the academic field of migrant' integration studies has a growing need for empirical field data from the experiences of welcoming businesses promoting refugee workplace integration, the limited focus on the institutional level generates an unbalanced inquiry of refugee workplace integration. Therefore, this study will advise future research with a well-balanced focus on every multi-scalar level to generate a nuanced insight into the experiences and challenges of refugee workforce integration.

Fourthly, due to the current COVID-19 pandemic, the majority of in-depth interviews and the focus group discussion have been conducted virtually while this is actually inappropriate since refugee workforce integration is a sensitive concept. Regarding the online in-depth interviews, the limited ability to observe facial expressions and body language potentially influenced the quality of the data. As well as within the focus group discussion, the online environment influenced the group dynamic since participants were less likely to dominate a discussion compared to in-person groups.

Finally, after having identified a hidden bias within the institutional- and organizational level, there should also be reflected upon the implicit bias within the perspective of the researcher itself. While the researcher shows to share empathy for the Amsterdam approach, CSR enterprises, and especially for status holders, the researcher also carries an unconscious bias as the researcher is born and raised within the so-called 'dominant' community within the host society. Opposite from explicit bias, the researcher might has unconsciously carried along attitudes or beliefs that affected the understanding, actions, and decisions regarding this study about refugee workplace integration. Even though every human being carries along implicit biases since some structural factors are beyond control, within the purpose of this research the researcher has always kept this in the back of her mind.

11. CONCLUSION

As the findings of this study have been discussed and limitations regarding this research have been accounted for, the following research question will be answered.

What are the differentiated experiences and exploratory challenges of refugee workplace integration within the Amsterdam approach for Status Holders?

First, it is remarkable that co-workers identified refugee workplace integration as a two-way process of adaptation, while members of the Amsterdam approach and spokespersons of CSR enterprises also strongly identified it as a one-way process of adaptation by means of language- and culture assimilation. In this way, only co-workers indicated that successful integration does not solely depend on the adaptive behavior of status holders while they have indicated integration as a team effort.

Moreover, spokespersons, co-workers, and status holders indicated the language barrier, cultural differences, and the COVID-19 pandemic to be influential challenges of refugee workplace integration. Here, the insufficient command of the Dutch language is indicated as major challenge, especially within customer service professions where direct contact with customers or patients is inevitable, the language barrier seems to play the biggest challenge. This reflects upon the fact that co-workers within the Healthcare and Welfare sector expressed the guidance of status holders to be too time consuming due to this inconvenience. Besides these challenges, spokespersons addressed that job mismatches negatively influence the intrinsic motivation of status holders on the workplaces. This together with the identified hidden bias by spokespersons of CSR enterprises inevitably lead to unequal treatments of status holders on the workplaces.

Regarding the experiences with refugee workplace integration, most spokespersons of CSR enterprises indicated to be (very) satisfied regarding the work atmosphere and the job performance of status holders. Therefore, the majority indicated to recommend other enterprises to start employing status holders. Correspondingly, most co-workers indicated to be satisfied with the status holders on the workplaces due to the eagerness of status holders and their adequate job performance. Nonetheless, dissatisfaction has also addressed which has mainly been influenced by a lack of assertiveness and a lack of intrinsic motivation which made guiding a status holder on the workplace very time consuming. To a certain extent, it can be concluded that within this research most status holders addressed to feel integrated on the workplaces of the CSR enterprises cooperating with the Amsterdam approach, especially when comparing this with their former work experiences within the Netherlands. This is since most status holders have indicated to be satisfied with their current job, feel comfortable, safe, and respected, do not experience discrimination, encounter social bridges, and experience feelings of inclusion in the context of social support within the workplaces of CSR enterprises. While none of the status holders have experienced extreme moments of exclusion (e.g. feeling discriminated) at their current job, some status holders experienced subtle moments of exclusion due to the insufficient language proficiency, knowledge gaps, and insufficient professional skills compared to organizational insiders on the workplace. Additionally, the relation between refugee workplace integration and educational attainment is unclear. Solely concerning 'job satisfaction' it can be concluded that higher educated status holders mainly indicated to be satisfied with their currently job due to the sense of fulfilment and self-development while lower educated status holders mostly perceived job satisfaction by employee relationships.

With regards to the Amsterdam approach, numerous supportive instruments are offered to CSR enterprises to stimulate integration on the workplace, however, this study has shown that the organizational level is insufficiently informed and assisted by these instruments. While the language barrier has been indicated to be the major challenge within the organizational level, it is mainly remarkable that the Intensive Language Course is least implemented, and spokespersons are least informed about this instrument. Moreover, spokespersons have indicated to lack awareness concerning the Amsterdam approach. Also, they miss to be involved, experience too much pressure, and need more guidance regarding the disruption of migration services due to the COVID-19 pandemic. Finally, regarding refugee workplace integration, co-workers have advised to immediately assign status holders to a (language) buddy, provide advice to co-workers in guiding status holders, and listen to the expertise of CSR enterprises to stimulate the integration process on the workplace.

Concluding, initiatives like the Amsterdam approach are of high importance to creating a social safety net of welcoming businesses which promote inclusive employment opportunities for status holders with customer-based guidance. Nonetheless, the discussed findings support ongoing debate regarding refugee workplace integration within the organizational level by showing the subtle ways that imbalanced power relations (re)produce integration as a one-way process without continuous efforts from both sides. Additionally, this is fueled with a discourse of lack, with ‘shortcomings’ like fluency and assertiveness being the main drivers of this discourse regarding refugee workplace integration. This together with the need for recognition on the growing impact of the COVID-19 pandemic on refugee workplace integration is of high importance to decrease long-term vulnerability of refugees. It goes without saying: in order to reach sustainable refugee workplace integration, there is an interlocking chain of contiguous events that need to happen as it is a team effort.

RECOMMENDATIONS

Based on the findings and the answer to the research question, policy recommendations and future research recommendations will be presented below.

“The aim of the Amsterdam approach is not only for each status holder to find work, but for them to integrate fully as happy citizens of Amsterdam” (Gemeente Amsterdam, 2019b). Therefore, integration as a two-way adaptation approach needs to be embraced more within policy and implementation. To shed more daylight upon this two-way adaptation process and to break down hidden biases and the discourse of lack within the members of the Amsterdam approach and the spokespersons of CSR enterprises, the Amsterdam approach should offer a ‘workshop in implicit bias and culture sensitivity in the workplace’ to both parties. Such a workshop supports in exposing, understanding, and addressing the importance of an inclusive environment and the daily existence of implicit biases.

In addition, while the Amsterdam approach has numerous supportive instruments for CSR enterprises to assist in refugee workplace integration, the Amsterdam approach needs to create more awareness concerning these instruments as CSR enterprises are insufficiently informed. Since the language barrier has been indicated as major challenge and spokespersons of CSR enterprises are least informed about the Intensive Language Course, awareness especially needs to be raised regarding the implementation of this instrument. Thereby, special attention for language assistance needs to be raised within customer service professions, where direct contact with customers or patients is inevitable, as the language barrier seems to play the biggest challenge for status holders within these job professions.

Moreover, long-term investment goes hand in hand with the aim for sustainable refugee workplace integration which means building relations with business partners from the first moment and do not stop whenever a labor agreement has been signed, instead stay in contact, provide guidance from experts, involve them, and do not forget to evaluate the process. Nonetheless, spokespersons have indicated to feel excluded within the decision-making process of the Amsterdam approach, while they are willing to be actively involved. Therefore, the Amsterdam approach should provide a ‘Sounding Board for Employers’, to give voice to the expertise of CSR enterprises. The aim of this advisory group would be to receive information, ideas, and feedback from employers to employers and the Amsterdam approach itself concerning all kinds of issues while employing status holders. This will generate a platform for employers including lessons learned.

Besides this, spokespersons of CSR enterprises have also addressed to experience too much pressure on the shoulders of employers within the integration process of status holders on the workplace, and spokespersons expressed the need for more guidance regarding the disruption of migration services. Thereby, co-workers without migration background have addressed to be missing guidance in how to stimulate other co-workers on the workplace to encourage refugee workplace integration. Since these points of attention need further elaboration, there is a need for future research. This needs to be done regarding the organizational level to find out how the Gemeente Amsterdam can support CSR enterprises in promoting sustainable workplace integration regarding status holders.

By incorporating such policy recommendations, together with future research, the Amsterdam approach for Status Holders will reach long-term solutions regarding refugee workplace integration and the aim of the Amsterdam approach, to find work for all status holders and integrate fully as happy citizens of Amsterdam, can be reached.

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13. APPENDICES

13.1 OVERVIEW OF RESEARCH ACTIVITIES

#ID	When	Research item	Description	Type of data	Main take away	Usefulness
M1	03/Feb	First meeting with the account holder & policy member Coaching on the Job - Amsterdam approach	Getting to know each other and introduction about "Coaching on the Job" &	Informal interview + notes	Purpose and approach of the Coaching on the Job trajectory	Useful; information about one of the instruments which the City of Amsterdam offers to employers to help integrating refugees on the workplace
M2	03/Feb	First meeting with policy member about learning trajectories - Amsterdam approach	Getting to know each other and introduction dual-learning trajectories	Informal interview + notes	Dual trajectory = language + job vs. integral trajectory = learning the language while participating	Useful; introductory information about learning trajectories Amsterdam approach
M3	04/Feb	Meeting with Open Embassy and policy member of the Amsterdam approach	Open embassy builds communities of newcomers and does research for the Amsterdam approach	Observational notes	Purpose of research is to gain insight into online communities of Syrian and Eritrean communities and gate keepers	Useful; wait for the outcome of the research. An update will be shared around februari/march.
M4	08/Feb	Plenary meeting policy team - Amsterdam approach	Weekly plenary meeting on Monday, to start off the week	Observational notes	Multiple action points: The Hague public tender, lobbying politics, ROC education	Not particularly useful.
M5	08/Feb	First meeting with policy member about the intensive language course focused on the work jargon	Introduction about the Intensive language course focused on work jargon	Observational notes	Purpose and approach of the intensive language course focused on work jargon	Useful; information about one of the instruments which the City of Amsterdam offers to employers to help integrating refugees on the workplace
M6	08/Feb	First meeting with two jobhunters - Amsterdam approach	Meeting about the executive tasks of jobhunters working for the Amsterdam approach	Informal interview + notes	Insight information about the tasks and expectations of jobhunters from the Amsterdam approach	Useful; gave more insight information about jobhunters and mentioned the importance of their network for my research. Generated two leads to join during a three-way conversation: client, casemanager, & jobhunter.
M7	09/Feb	First meeting with the coordinator of the executive team	Meeting about teammeetings executive team	Informal interview + notes	Generated a clear overview of the policy team of the Amsterdam approach	Useful; Lead: invitation for the plenary week meetings of the executive team
M8	09/Feb	First meeting team Next-Step - Amsterdam approach	Meeting all members of the executive team	Observational notes	Insight into Team Next-Step: supports those clients which are not receiving any social benefit	Not particularly useful; this target audience will not be part of within the purpose of this research.
M9	10/Feb	First three-way conversation: intake to eventually find a jobmatch	Intake conversation with casemanager, client and jobhunter	Observational notes	First meeting with a status holder which gave insight into the critical situation which COVID-19 has generated as this client is willing to work as hairdresser while these shops are closed.	Useful; gave an insight about how such a three-way conversation is organized

M10	10/Feb	Workshop for all interns organized by the City of Amsterdam	Workshop: Microsoft Teams	Observational notes	Proceedings of Microsoft Teams	Not particularly useful for the research; however useful and practical information related to Teams
M11	11/Feb	Workshop for all interns organized by the City of Amsterdam	Workshop: Internship Management by Young Talent Factory	No notes	Information about how to communicate, set targets and do research during the internship	Not particularly useful for the research; however useful and practical information related to Teams
M12	12/Feb	First one on one meeting with a casemanager	Meeting about the executive tasks of a casemanager working for the Amsterdam approach	Informal interview + notes	Insight information about the tasks and expectations of casemanagers from the amsterdam approach	Useful; information about social return, interesting insight about tasks of casemanagers, trajectories of refugees and gave examples of inclusion
M13	12/Feb	First meeting with policy member - project leader Amsterdam approach	Meeting about policy team, european subsidy and the new and old civic integration act	Informal interview + notes	Information about new and old civic integration act and information about social return	Useful; information about social return. Gave insight into the fact that businesses are obligated to participate refugees into the workplace of social return businesses
M14	15/Feb	Plenary meeting policy team - Amsterdam approach	Weekly plenary meeting on Mondag, to start off the week	Observational notes	Shared the new approach and plan concerning the new civic integration act which will be implemented 01/2022	Not particularly useful; as this does not necessarily influence the research
M15	16/Feb	Meeting with manager executive team and internship supervisor	Meeting about the purpose of my research incl. research- and sub-questions	Notes	Main focus needs to be at the fact that "status holders" are unique and therefore a diverse group. Also, focus on the experiences of integration on the workplace of employers.	Useful; Research question and sub-question are getting more concrete and focused on the needs of the Amsterdam approach
M16	18/Feb	Meeting with jobhunter Next-Step - Amsterdam approach	Meeting with one jobhunter of the executive team of Team Next-Step	Informal interview + notes	More insight into the practicalities of Team Next-Step and potential lead to connect with employees	Useful: this jobhunter is willing to connect me with employees for the online survey and status holders for the interviews
M17	22/Feb	Plenary meeting policy team - Amsterdam approach	Weekly plenary meeting on Mondag, to start off the week	No notes	-	Not particularly useful.
M18	22/Feb	Meeting with supervisor internship - Amsterdam approach	About how to rephrase research- and sub-questions and information three routes	Informal interview + notes	Useful input for rephrasing research questions and explanatory information regarding the three different routes for status holders within the Amsterdam approach	Very useful.
M19	23/Feb	Meeting members of the policy team - Amsterdam approach	Informative meeting about the new civic integration act.	Observational notes	Informative meeting about how the Amsterdam approach will look like after the implementation of the new civic act.	Not particularly useful for the research; however useful and practical information about MAP: Module Arbeidsmarkt en Participatie.
M20	24/Feb	Weekly meeting internship supervisor	About progress made and new approach for exploratory conversations broader field	Notes	Realized that as researcher, I need more knowledge of what is going on in the field of members of the Amsterdam approach by means of exploratory	Very useful. Indication number of CSR enterprises cooperating with the Amsterdam approach. Also, the internship supervisor has generated leads for the first few exploratory conversations. In the meantime I will

					conversations and what they address as CSR business	reach out to more members of the Amsterdam approach.
M21	25/Feb	Meeting members of the policy team - Amsterdam approach	Design session arbeidstoeleiding en Module Arbeidsmarkt en Participatie (MAP)	Observational notes	Here is mentioned that in fase 3 "support after employment" employers need to be facilitated in a sustainable way by means of support, a toolkit to support employers. And towards clients it is mentioned that support after employment of a dreamjob is still necessitated e.g. by a training about employment law.	Useful. Interesting quotes to identify what is meant by support to employers and clients after someone has found to be employed.
EC.1	25/Feb	Exploratory conversation #1	First exploratory conversation with a policy member of the Amsterdam approach	Exploratory interview notes in excel	First exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Especially her input about the fact that I should mainly focus on CSR businesses as the most potential can be found within this area.
EC.2	01/Mar	Exploratory conversation #2	Second exploratory conversation with an member of the executive team of WerkgeversServicePunt	Exploratory interview notes in excel	Second exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Especially her input about what needs to be addressed as CSR business. She has generated three other leads for the following exploratory conversations.
EC.3	02/Mar	Exploratory conversation #3	Third exploratory conversation with an member of the policy team of the Amsterdam approachD33	Exploratory interview notes in excel	Exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Especially her input about what needs to be addressed as CSR business. Lead for online survey respondents.
EC.4	03/Mar	Exploratory conversation #4	Fourth exploratory conversation with an member of the executive team of WerkgeversServicePunt	Exploratory interview notes in excel	Exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Especially regarding the lead for the focus group discussion for employers and for the in-depth interview.
M22	08/Mar	Plenary meeting policy team - Amsterdam approach	Weekly plenary meeting on Montag, to start off the week	Observational notes	Coming Thursday is a webinar about COVID-19 and the situation of status holders in order to inform casemanagers and jobhunters	Not particularly useful.
EC.5	09/Mar	Exploratory conversation #5	Fifth exploratory conversation with an member of the executive team of WerkgeversServicePunt	Exploratory interview notes in excel	Exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating	Very useful. Especially regarding the lead for the focus group discussion for employers in health care and for the in-depth interview.

					integration on the workplace, pitfalls for employers.	
EC.6	09/Mar	Exploratory conversation #6	Sixth exploratory conversation with a jobhunter of the executive team of the Amsterdam approach	Exploratory interview notes in excel	Exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Especially her input about what needs to be addressed as CSR business. She has generated three other leads for the following exploratory conversations.
M23	10/Mar	Plenary meeting Team jobhunters - Amsterdam approach	Weekly plenary meeting on Tuesday, to start off the week	Observational notes	Trends corona: where are the opportunities for the amsterdam approach within the labor market? --> Terrace and gyms will be opened soon. Usually jobhunters generate 40 placements per month, due to COVID-19 this has decreased to 22.7 placements.	Useful. Next week 17/3 meeting about "support after employment".
M24	10/Mar	Final conversation with a client and jobhunter - Amsterdam approach	Evaluation with client which has currently received Dutch passport and which lost his job due to COVID-19	Observational notes	Client temporarily lost his job in the kitchen due to COVID-19, found another job at Coolblue for two days. Long-term the client wishes to start an own business by means of a sandwich shop.	Very useful. This client is highly motivated to no longer receive social benefits and sit at home and do nothing. "I want to keep learning". He experienced the service of AA very well but mentions that because of the different culture in NL people have to understand each other better.
EC.7	10/Mar	Exploratory conversation #7	Seventh exploratory conversation with the projectleader of the coaching on the job trajectory at the Refugee Council	Exploratory interview notes in excel	Exploratory interview with a focus on 5 themes: CSR businesses, integration, refugee workplace integration, stimulating integration on the workplace, pitfalls for employers.	Very useful. Points out that especially work culture but also work experience and educational attainment plays a vital role in refugee workforce integration. Also social enterprises show to have a better understanding and therefore expectation of what it is like to employ refugees
M25	15/Mar	Plenary meeting policy team - Amsterdam approach	Weekly plenary meeting on Monday, to start off the week	Observational notes	About new and old civic integration act.	-
M26	15/Apr	Meeting about KIES-Project	Bespreken resultaten onderzoek KIES-project	Observational notes	Voor het uitvoerende team zijn er veel instrumenten beschikbaar naar begeleiding naar werk, maar voor wie en naar welke omstandigheden is vaak onbekend.	Not particularly useful.
M27	15/Apr	Update onderzoeksinstantie Open Embassy	Bespreken rapportage feb/maart Open Embassy.	Observational notes	Impact van corona op bereikbaarheid/communicatie & input van het maatschappelijk middenveld	Not particularly useful.
SH1	17/Apr	In-depth interview Status Holder #1 Online via Teams	First in-depth interview with a higher educated male IT Application Tester and Developer	Notes on paper & recorded voice memo	See notes in excel	See notes in excel

SH2	21/Apr	In-depth interview Status Holder #2 Physical at the Restaruant	Second in-depth interview with a lower educated male Dishwasher	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH3	21/Apr	In-depth interview Status Holder #3 Physical at the Restaurant	Third in-depth interview with a lower educated female Housekeeper and Waitress	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH4	21/Apr	In-depth interview Status Holder #4 Online via Teams	Fourth in-depth interview with a higher educated female IT Application Tester and Developer	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
FDG	29/Apr	Focus Group Discussion Online via Teams	Focus group discussion with six spokespersons of CSR enterprises	Notes on paper & Teams recording	See notes in excel	See notes in excel
M28	29/Apr	Webinar Open Embassy	Webinar focus on skills: how does this generate more work for newcomers?	Observational notes	Discussion between ambtenaren, experts in the field and socially responsible organizations about how to generate an inclusive market and in which way a skills-based assessment can support within this aim.	Very useful. Some experiences of employers, CSR enterprises in particular, have shed daylight within this webinar. Some can be quoted into the research report.
SH5	03/May	In-depth interview Status Holder #5 Online via Teams	Fifth in-depth interview with a higher educated female English Teacher	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH6	05/May	In-depth interview Status Holder #6 Online via Teams	Sixth in-depth interview with a higher educated female Civil Engineer	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH7	10/May	In-depth interview Status Holder #7 Physical at his home	Seventh in-depth interview with a higher educated male Income Consultant	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
CW1	10/May	In-depth interview Co-worker #1 Online via Teams	First in-depth interview with a female Mental Health Nurse	Notes on paper & recorded voice memo	See notes in excel	See notes in excel

CW2	18/May	In-depth interview Co-worker #2 Online via Teams	Second in-depth interview with a male First Responsible Nurse	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH8	18/May	In-depth interview Status Holder #8 Online via Teams	Eight in-depth interview with a lower educated male Order Picker	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
SH9	20/May	In-depth interview Status Holder #9 Physical at the Nursing home	Nineth in-depth interview with a lower educated female Healthcare Worker.	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
CW3	20/May	In-depth interview Co-worker #3	Third in-depth interview with a female Activity Therapist	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
CW4	25/May	In-depth interview Co-worker #4	Fourth in-depth interview with a female Nutrition Assistant	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
CW5	06/Jun	In-depth interview Co-worker #5	Fifth in-depth interview with a female Floor Supervisor	Notes on paper & recorded voice memo	See notes in excel	See notes in excel
M29	29/Jun	Plenary meeting Team jobhunters - Amsterdam approach	Weekly plenary meeting on Tuesday, to start off the week	Observational notes	An overview with relative numbers (%) regarding the placements of status holders per industry has been shared.	Useful data: most of the placements are within the wholesale and retail industry and the Hospitality, art and culture industry.

13.2 ONLINE DESCRIPTIVE SURVEY



Utrecht University

0% ————— 100%

Hartelijk dank voor uw deelname.

Het doel van dit onderzoek is om meer inzicht te krijgen in de samenwerking tussen de Gemeente Amsterdam en Maatschappelijk Verantwoorde Ondernemingen (MVOs) en in hoeverre dit bijdraagt aan een duurzame integratie van statushouders op de werkvloer. Dit onderzoek levert aanbevelingen op aan de gemeente over dit desbetreffende thema.

Deze online enquête heeft voornamelijk betrekking tot de MVO, 'de onderneming', waar u werkzaam bent. De vragen omvatten o.a. onderwerpen als de huidige samenwerking met de Gemeente Amsterdam, de integratie van statushouders op de werkvloer, uw ervaring en mogelijke behoeften hierin.

Deelname aan de enquête is anoniem. Als u de enquête invult, stemt u er automatisch mee in dat uw antwoorden (anoniem) worden verwerkt in het onderzoeksrapport. Het invullen van de enquête duurt ongeveer 10 minuten en is anoniem. Alvast bedankt voor uw deelname.

Bij vragen kunt u contact opnemen met Jet van der Deen via j.p.vanderdeen@students.uu.nl.

Maatschappelijk Verantwoord Ondernemen is een vorm van ondernemen gericht op economische prestaties (profit), met respect voor de sociale kant (people), binnen de ecologische randvoorwaarden (planet). Oftewel, een MVO neemt de verantwoordelijkheid voor de impact van de bedrijfsvoering op mens, milieu en maatschappij. Bijvoorbeeld als een onderneming de arbeidsparticipatie van een kwetsbare groep, zoals statushouders, aanmoedigt.

Q1 Klopt het dat uw onderneming Maatschappelijk Verantwoord Ondernemt?

- Ja
- Nee

Q2 In welke sector is uw onderneming actief?

- Gezondheidszorg en welzijn
- Handel en dienstverlening
- Justitie, veiligheid en openbaar bestuur
- Landbouw, natuur en visserij
- Media en communicatie
- Onderwijs, cultuur en wetenschap
- Techniek, productie en bouw
- Tourisme, recreatie en horeca
- Transport en logistiek
- ICT
- Overig

Q3 Hoeveel FTE werknemers heeft uw onderneming momenteel in dienst?

- Minder dan 10
- Tussen 11 en 50
- Tussen 51 en 249
- Meer dan 250

Statushouders zijn vluchtelingen die een verblijfsvergunning hebben gekregen. De Gemeente Amsterdam wil deze statushouders zo snel mogelijk een plek geven in de maatschappij en heeft daarom de Amsterdamse Aanpak Statushouders ontwikkeld. In de volgende vragen wordt de aanpak ook wel omschreven als de 'Amsterdamse aanpak'.

Q4 Heeft uw onderneming statushouders in dienst (gehad)?

- Ja, op dit moment heeft mijn onderneming statushouders in dienst
- Ja, mijn onderneming heeft statushouders in dienst gehad
- Nee, ik heb geen statushouders in dienst (gehad). Hartelijk dank voor u deelname, hierbij stopt de enquête.

Q5 Heeft u contact (gehad) met de Gemeente Amsterdam over de plaatsing van deze statushouders?

- Ja
- Nee

Q6 Hoeveel statushouders heeft de onderneming in dienst (gehad)?

Q7 Wat is het dienstverband van de statushouder(s)?

- Vrijwillig dienstverband
- Betaald dienstverband

Q8 Wat is de voornaamste arbeidsovereenkomst van de statushouder(s)?

- Arbeidsovereenkomst voor bepaalde tijd
- Arbeidsovereenkomst voor onbepaalde tijd

Q9 Wat zijn de werkzaamheden van de statushouder(s)? Kunt u voorbeelden geven?

Q10 Bent u tevreden met de werkzaamheden verricht door de statushouder(s)?

- Zeer tevreden
- Tevreden
- Noch tevreden, noch ontevreden
- Ontevreden
- Zeer ontevreden

Q11 Bent u tevreden met de werksfeer tussen de statushouder(s) en mede collega's?

- Zeer tevreden
- Tevreden
- Noch tevreden, noch ontevreden
- Ontevreden
- Zeer ontevreden

Q12 Als u uit ervaring spreekt, zou u andere ondernemingen aanbevelen om statushouders in dienst te nemen?

- Ja
- Waarschijnlijk
- Onzeker
- Onwaarschijnlijk
- Nee

Q13 Wat zijn volgens uw onderneming de belangrijkste redenen voor het aannemen van statushouders? Zet de redenen op volgorde van belang, sleep de belangrijkste redenen naar boven.

- _____ Talentvolle en gemotiveerde werknemers
- _____ Statushouders een kans bieden op de Amsterdamse arbeidsmarkt
- _____ Versterking van het bedrijfsimago als sociaal bedrijf
- _____ Ontvangen van eventuele subsidieregelingen
- _____ Meer diversiteit op de werkvloer
- _____ Anders, namelijk...

Q14 Wat zijn voor uw onderneming de belangrijkste aspecten om integratie op de werkvloer te stimuleren? Selecteer de 3 belangrijkste aspecten.

De integratie van statushouders op de werkvloer wordt verbeterd als...

- statushouders begrip hebben voor de werkcultuur van de onderneming.
- er op de werkvloer een inclusief en welkom klimaat is. Integratie komt van twee kanten.
- statushouders en collega's samenwerken.
- statushouders de Nederlandse taal beheersen.
- statushouders afspraken nakomen.
- statushouders een proactieve houding hebben.
- statushouders het gevoel hebben dat zij deel uitmaken van het team.
- integratie hoeft niet gestimuleerd te worden, statushouders kunnen goed meedraaien op de werkvloer.
- Anders, namelijk _____

De Gemeente Amsterdam vindt het belangrijk dat statushouders een duurzame plek op de arbeidsmarkt krijgen, daarom is integratie op de werkvloer van groot belang.

Q15 Welke actie(s) onderneemt uw onderneming om integratie op de werkvloer te stimuleren?

Er zijn meerdere antwoorden mogelijk.

- Activiteiten op de werkvloer (zoals gezamenlijke pauzes/naborrels)
- Activiteiten buiten werk (zoals teamuitjes)
- Buddysysteem: statushouder koppelen met een collega, als vast aanspreekpunt
- Extra taallessen (naast de aangeboden taalcursus van de Amsterdamse aanpak)
- Training voor statushouders (bv. over de werkcultuur van de onderneming)
- Workshops/trainingen (bv. over cultuurverschillen) aan mede collega's aanbieden
- Anders, namelijk... _____

Q16 Biedt uw onderneming de volgende mogelijkheden voor de statushouder(s)?

	Altijd	Vaak	Regelmatig	Zelden	Nooit
1-op-1 begeleiding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feedback momenten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De mogelijkheid om persoonlijke wensen en ambities na te streven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extra taalondersteuning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doorgroeimogelijkheden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Waar loopt uw onderneming voornamelijk tegenaan in de samenwerking met de statushouder(s)? Er zijn meerdere antwoorden mogelijk.

- Cultuurverschillen
- Taalbarrière
- Voorkomende gezondheidsproblemen
- De statushouder voldeed niet aan de verwachtingen
- Onvoldoende voorkennis over het in dienst nemen van statushouders
- Anders, namelijk... _____

Q18 Bent u tevreden met de contactpersoon van de Amsterdamse aanpak (de jobhunter) m.b.t. de volgende punten?

	N.v.t.	Zeervrededen	Tevreden	Noch tevreden, noch ontevreden	Ontevreden	Zeervrededen
Match statushouder(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informatievoorziening vanuit jobhunter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Begeleiding jobhunter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bereikbaarheid jobhunter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hoeveelheid contactmomenten jobhunter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluatie/nazorg jobhunter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Heeft uw onderneming gebruik gemaakt van de volgende instrumenten van de Gemeente Amsterdam? Er zijn meerdere antwoorden mogelijk.

- Proefplaatsing met behoud van uitkering
- Intensieve taal cursus gericht op het vakjargon
- Loonkostensubsidie
- Jobcoach
- Nee, er is nog geen gebruik gemaakt van bovenstaande instrumenten

Q20 Bent u voldoende geïnformeerd over de mogelijkheden om deze instrumenten in te zetten?

	N.v.t	Voldoende	Enigszins voldoende	Noch voldoende, noch onvoldoende	Enigszins onvoldoende	Onvoldoende
Proefplaatsing met behoud van uitkering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intensieve taal cursus gericht op het vakjargon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loonkostensubsidie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobcoach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 Hebben deze instrumenten geholpen om statushouders te integreren in uw onderneming?

	N.v.t.	Ja	Waarschijnlijk	Onzeker	Onwaarschijnlijk	Nee
Proefplaatsing met behoud van uitkering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intensieve taal cursus gericht op het vakjargon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loonkostensubsidie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobcoach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Aanvullend op de ondersteuning die u aangeboden heeft gekregen, wat zou u nog meer nodig hebben om statushouders aan te nemen binnen uw onderneming?

Q23 Wat zou nog meer bijdragen aan duurzame integratie van statushouders op de werkvloer?

Q24 Zou u andere ondernemingen aanbevelen samen te werken met de Amsterdamse Aanpak Statushouders?

- N.v.t.
- Ja
- Waarschijnlijk
- Onzeker
- Onwaarschijnlijk
- Nee

Q25 Graag nodig ik u uit voor een rondetafelgesprek met andere ondernemingen ter verdieping van dit onderzoek. Wilt u hieraan deelnemen?

Ja, vul alstublieft de volgende gegevens in.

Nee

Vul alstublieft de volgende gegevens in:

Q26.1 Wat is de naam van uw onderneming?

Q26.2 Wat is uw functie binnen de onderneming?

Q26.3 Wat is uw naam?

Q26.4 Op welk e-mailadres bent u bereikbaar?

Q26.5 Bent u telefonisch bereikbaar?

Ja, mijn telefoonnummer is: _____

Nee

Q27 Staat u ervoor open om één van uw werknemers, die met statushouders samenwerken, te benaderen voor een vervolgonderzoek? Samen met medewerkers van andere ondernemingen worden zij uitgenodigd om ervaringen te delen over de samenwerking met statushouders op de werkvloer.

Ja, hierbij geef ik toestemming om een vervolmail te ontvangen. Mijn e-mailadres is:

Nee

Dankwoord



13.3 FOCUS GROUP DISCUSSION GUIDE

Focus group discussion guide

Rondetafelgesprek ID	1
Onderwerp	MVO's en integratie van statushouders op de werkvloer
Naam moderator	Jet van der Deen
Locatie interview	Online - Microsoft Teams
Datum interview	29 april 2021 – 13:30

Deelnemers

ID	Naam	Onderneming	Sector	Functie
1	Annemiek Hendriks	Stichting cordaan	Gezondheidszorg	Locatiemanager
2	Willemijn Wittkamper	Zonnehuisgroep Amstelland	Gezondheidszorg	Manager
3	Els Wassink	OLVG Lab BV	Gezondheidszorg	HR adviseur
4	Rosanne Knoop	E-Bike To Go	Handel en dienstverlening	HR & IT Manager
5	Wouter Voskuil	De Bovenste Laag	Techniek, productie	Eigenaar
6	Nel Rommens	Amsta	Gezondheidszorg	Praktijkopleider
7	Annemiek Kuiken	Amsta	Gezondheidszorg	Praktijkopleider

Opening

Graag wil ik jullie allemaal welkom heten bij dit rondetafelgesprek. Ik ben Jet en volg momenteel de master International Development Studies op de Universiteit Utrecht. Voor mijn masteronderzoek ben ik in februari als stagiaire gestart bij de Gemeente Amsterdam bij de afdeling Amsterdamse Aanpak Statushouders en Inburgering. Dit komt omdat ik zelf bij een restaurant in Amsterdam heb gewerkt die net zoals jullie zich inzet voor de participatie van statushouders op de werkvloer. Uit interesse heb ik toen zelf contact opgezocht met de contactpersoon van Gemeente Amsterdam. Hierdoor doe ik nu onderzoek naar de samenwerking tussen Amsterdamse aanpak en Maatschappelijk Verantwoorde Ondernemers (oftewel MVO'ers) en hierbij kijk ik in hoeverre dit bijdraagt aan een duurzame integratie van statushouders op de werkvloer.

Als eerste wil ik jullie allemaal een warm welkom heten bij dit rondetafelgesprek en nogmaals bedanken voor het invullen van de enquête. Deze enquête heeft inzichten gegeven in jullie ervaringen in integratie van statushouders op de werkvloer, jullie behoeften hierin en de mate van tevredenheid wat betreft de dienstverlening van de Amsterdamse aanpak. Daarnaast hebben jullie aangegeven deel te willen nemen aan dit rondetafelgesprek. Het doel hiervan is om op de uitkomsten van de enquête onder MVO'ers te kunnen reflecteren en te evalueren om zodoende aanbevelingen aan de Gemeente Amsterdam te leveren over hoe de dienstverlening nog meer op jullie behoeften en de behoeften van statushouders afgestemd kunnen worden. Want ik ben hiernaast ook nog in gesprek met statushouders zelf. Om er zeker van te zijn dat er toestemming is om deze discussie op te nemen, heeft de volgende vraag betrekking op jullie allemaal; Staat u het allemaal toe dat ik het rondetafelgesprek opneem? (*Wacht op toestemming en start opname*).

Programma

Voordat we gaan beginnen wil ik graag even met jullie door het programma lopen. Zo dadelijk zal ik eerst het een en ander uitleggen aan de hand van de huishoudelijke mededelingen...

- Huishoudelijke mededelingen
- Begin rondetafelgesprek
 - o Kennismaking
 - o Statushouders in dienst
 - o Integratie op de werkvloer

Pauze tussen 14:10 – 14:20 uur

- Samenwerking tussen de Amsterdamse Aanpak Statushouders
 - o Contact Gemeente Amsterdam
 - o Informatievoorziening Gemeente Amsterdam
 - o Beschikbare instrumenten ter ondersteuning van integratie
- Afsluitende discussie en/of vragen
- Vervolgonderzoek werknemers
- Einde rondetafelgesprek

Huishoudelijke mededelingen

Ik wil graag benadrukken dat er vandaag geen goede of foute antwoorden zijn bij het uitwisselen van uw verhaal. Daarnaast wil ik u eraan herinneren dat deelname aan dit rondetafelgesprek geheel vrijwillig is. Dit betekent dat u vrij bent om geen antwoord te geven. Ook, wil ik u erop wijzen dat ik zorgvuldig met uw mening om ga en hoop dat u zich vrij voelt in het delen van uw verhaal. Ik kan uw input en ervaringen ontzettend goed gebruiken gezien dit van grote waarde is voor het onderzoek en natuurlijk ook omdat ik gewoonweg van u en uw MVO wil leren.

Ik ben vandaag de moderator en zal de vragen stellen. De vragen worden niet aan één specifiek persoon gericht, maar aan de hele groep. Daarom wil ik u allemaal vragen deel te nemen aan het gesprek als u de behoefte heeft om uw ervaring, mening of iets anders te delen. Om er zeker van te zijn dat er toestemming is om deze discussie op te nemen, heeft de volgende vraag betrekking op jullie allemaal; Staat u het allemaal toe dat ik het rondetafelgesprek opneem? (*Wacht op toestemming en start opname*).

Om het overzicht binnen de groep te behouden, wil ik u allemaal vragen de microfoon te muten. Op het moment dat u antwoord wilt geven op een vraag of op iemand anders wilt reageren, kunt u uw hand opsteken via Teams, dan geef ik u een beurt en kunt u uw microfoon unmute. Uiteraard wil ik u graag vragen om de camera aan te houden zodat het net lijkt alsof we echt met z'n allen rond de tafel zitten. Daarnaast ben ik geïnteresseerd in verschillende perspectieven en daarom wil ik u ook stimuleren om het oneens te zijn met een ander wanneer dit het geval is. Tegelijkertijd wil ik u vragen om de mening van alle anderen te respecteren. De verwachting is dat de discussie ongeveer 1,5 uur duurt. Zijn er nog vragen voordat we beginnen?

Nee? Graag stop ik nu met het delen van mijn scherm, gezien ik het prettiger vind om jullie allemaal in de ogen aan te kunnen kijken.

Dan gaan we nu beginnen aan het rondetafelgesprek. Voordat we hiermee gaan beginnen is het alvast goed om te weten dat ieder van jullie werkzaam is bij een MVO die met de Amsterdamse Aanpak Statushouders samenwerkt. Dat betekent dat u allemaal werkzaam bent bij een onderneming of een zorginstelling die statushouders in dienst heeft/heeft gehad en zodoende Maatschappelijk Verantwoord Ondernemt.

Kennismakingsronde

Dan wil ik nu graag beginnen met een kennismakingsronde waarbij ik jullie wil vragen iets te vertellen over uzelf, Amsta en jullie functie hierin.

Statushouders in dienst

Fijn om met u kennis te maken en te zien dat de groep toch best divers is gezien jullie in verschillende sectoren werkzaam zijn waaronder in de Gezondheidszorg, Handel en dienstverlening en de techniek. Daarnaast wil ik u het volgende vragen:

1. Heeft uw onderneming op dit moment statushouders in dienst?
Probes: Sinds wanneer, hoeveel, opleidingsniveau, dienstverband (betaald/vrijwillig)
2. Hoe tevreden bent u met de statushouders? Kunt u dit onderbouwen? Waarom?
Probes: verrichte werkzaamheden, werksfeer tussen mede collega's
- 3.1 Waarom heeft uw onderneming statushouders in dienst (gehad)? / Wat is hierin de voornaamste reden dat u statushouders in dienst heeft (gehad)?

Voornaamste reden is:

Uit de enquête heb ik begrepen dat de belangrijkste twee redenen dat jullie statushouders in dienst hebben is om hen een kans te bieden op de arbeidsmarkt in Amsterdam én ook vanwege talentvolle en gemotiveerde werknemers.

- 3.2 Kunt u uitleggen wat u precies verstaat onder talentvolle en gemotiveerde werknemers?

Integratie op de werkvloer

- 4.1 Wat verstaat u onder integratie op de werkvloer? Wanneer is dit gelukt?

Probes: **Gevoel van waardering, deel zijn van het team, gehoord worden.**

Volgens de enquête wordt integratie op de werkvloer voornamelijk verbeterd als...

Er een welkom en inclusief klimaat is en integratie van twee kanten komt én als statushouders de Nederlandse taal beheersen.

- 4.2 Kunt u dit uitleggen/verklaren?

- 4.3 Ziet u een verschil in het integratieproces van lagere en hogere opleidingsniveaus statushouders?

ALLEEN ALS HIER TIJD VOOR IS

Hoe integratie stimuleren?

- 5.1 Wat doet u zelf om integratie op de werkvloer te bevorderen?

De enquête laat zien dat jullie ook zelf acties ondernemen om integratie op de werkvloer te stimuleren, d.m.v. activiteiten op de werkvloer, buddy systeem, training voor statushouders...

5.2 Heeft u hierbij de hulp van de gemeente nodig? Zo ja, hoe kan de gemeente u hierbij helpen?

Uitdagingen integratie op de werkvloer

6.1 Waar loopt u voornamelijk tegenaan bij het integreren van statushouders op de werkvloer?

Uit de enquête blijkt dat het overgrote deel van ondernemingen tegen de taalbarrière aanloopt.

6.2 Wat heeft u hiervoor nodig? Hoe kan Gemeente Amsterdam u hierbij ondersteunen? Waarmee bent u geholpen?

Samenwerking Amsterdamse Aanpak Statushouders

Dan wil ik het nu hebben over de samenwerking tussen u als onderneming of zorginstelling en de Amsterdamse Aanpak Statushouders, oftewel de dienstverlening die u ontvangt vanuit Gemeente Amsterdam.

Dienstverlening Amsterdamse Aanpak Statushouders

7. Hoe is het contact met de contactpersoon van de Amsterdamse Aanpak Statushouders?
Probes: Match, informatievoorziening, begeleiding, bereikbaarheid, evaluatie/nazorg?

Instrumenten Amsterdamse Aanpak Statushouders

De gemeente, oftewel de Amsterdamse Aanpak Statushouders, biedt vier instrumenten om werkgevers te ondersteunen en hen te stimuleren om statushouders in dienst te hebben:

Proefplaatsing met behoud van uitkering

Dat houdt in dat de statushouder voor een afgesproken periode op proef gaat werken bij een werkgever. Tijdens de proefplaatsing betaalt de werkgever geen loonkosten, maar blijft de uitkering van de klant doorlopen.

Loonkostensubsidie

Wanneer de werkgever een statushouder een betaalde baan aanbiedt, kan de werkgever een tijdelijke loonkostensubsidie aanvragen als tegemoetkoming. Dat betekent dat de gemeente een deel van de loonkosten terugbetaalt. Het komt regelmatig voor dat klanten extra begeleiding nodig hebben of een cursus dienen te volgen voordat ze volledig inzetbaar zijn. LKS hierbij goed van pas komen.

Intensieve taalcursus gericht op het vakjargon

Een intensieve taalcursus gericht op het vakjargon zijn cursussen gericht op het vergroten van de woordenschat en het bijbrengen van taal die belangrijk is voor de branche waarin iemand gaat werken.

Jobcoach

Helpt statushouders om te aarden in hun functie en fungeren als mediator in het contact tussen werkgever en klant.

8.1 Van welke instrumenten maakt u gebruik of heeft u gebruik gemaakt?

8.2 Bent u voldoende geïnformeerd over deze instrumenten? → en ...

8.3 Zijn de instrumenten toereikend? Hebben ze tot nu toe geholpen bij de integratie op de werkvloer?

Afsluitende vragen

9. Aanvullend op de ondersteuning die u aangeboden heeft gekregen, wat zou u nog meer nodig hebben om statushouders aan te nemen binnen uw onderneming? Wat mist u?
10. Wat zou nog meer bijdragen aan duurzame integratie van statushouders op de werkvloer?
11. Ten slotte vraag ik mij af hoe u de discussie heeft ervaren en of er zaken zijn die niet zijn besproken maar naar uw mening nog besproken moeten worden?

Vervolgonderzoek medewerkers

Rondetafelgesprek met medewerkers van MVO's

- Dinsdag 11 mei om 13:30 uur
- Online: Microsoft Teams
- Over de ervaringen met integratie van statushouders op de werkvloer
- Ongeveer 60 – 90 minuten

Bij interesse ontvang ik graag het volgende per mail:

Naam medewerker(s), functieomschrijving en e-mailadres

Einde rondetafelgesprek

- Dankwoord
- Vragen naar interesse onderzoeksresultaten.



Interview guide – co-workers

Interview ID	
Naam geïnterviewde	
Naam interviewer	
Locatie interview	
Datum interview	

Introductie

Graag wil ik je welkom heten bij dit interview. Ik ben Jet en volg de master International Development Studies op de Universiteit Utrecht. Ik doe onderzoek voor de Gemeente Amsterdam over integratie van statushouders op de werkvloer. En ik vraag mij af hoe medewerkers zoals jij dit ervaren en wat jullie behoeften hierin zijn.

Ik wil je een warm welkom heten en bedanken dat je wilt deelnemen aan dit interview. Ik wil je graag benadrukken dat er vandaag geen goede of foute antwoorden zijn bij het uitwisselen van je verhaal. Als jij je niet comfortabel voelt, bent je altijd vrij om geen antwoord te geven of te stoppen met het interview. Maar weet dat ik heel graag van jouw ervaringen wil leren en hoop dat je deze met mij wilt delen.

Ik ga je vandaag verschillende vragen stellen over je baan, je werkgever, jouw collega statushouders en je ervaring en behoeften op de werkvloer. Om er zeker van te zijn dat er toestemming is om dit gesprek op te nemen, wil ik je vragen of ik toestemming heb om de discussie op te nemen? (*Wacht op toestemming*). Ik ga vertrouwelijk en anoniem met je informatie om, daarnaast wordt de opname uiteindelijk verwijderd. Het interview duurt ongeveer 30 minuten. Voordat we beginnen, heb je nog vragen?

Introductievragen

1. Kan je wat over jezelf vertellen, wie ben jij?
 - Afkomst, leeftijd, opleidingsniveau, werkervaring.

Huidige baan

2. Kan je wat vertellen over de onderneming/zorginstelling waar jij nu werkzaam bent?
 - Type bedrijf, sector, wat doet het bedrijf.
3. Wat is je functie?
 - Functieomschrijving, werkzaamheden, sinds wanneer werkzaam, online/fysiek aanwezig

De statushouders

4. Kan je wat vertellen over de statushouders waar je mee samen werkt?
 - Hoeveel, sinds wanneer, afkomst, leeftijd, opleidingsniveau
5. Welke functie beoefenen zij?
 - Functieomschrijving, werkzaamheden, dienstverband.
6. Sinds wanneer werk jij met hen samen? Sta je open voor een diverse werkvloer?
 - Sinds wanneer, eigen keuze of, accepteer je de participatie van SHs

Integratie op de werkvloer

7. Wat vind je ervan dat je samenwerkt met statushouders? Vind je het leuk? Waarom?
 - Tevredenheid, samenwerken, contact met hen, omgang op en/of buiten werk
8. Wat versta jij onder integratie op de werkvloer?
9. Is er een welkom en inclusief klimaat op de werkvloer?
 - Comfortabel, veilig, respect voor elkaar (*discriminatie*)
10. Zijn de statushouders deel van het team? Waarom?
 - Wordt er naar ze geluisterd, gewaardeerd, thuis voelen
11. Wat doe jij en je werkgever om hen meer thuis te voelen op werk?
 - Samen lunchen, buddysysteem, activiteiten buiten werk, workshops, etc.
12. Kunnen jullie hier, met jouw ervaring, nog meer in betekenen voor statushouders?

Uitdagingen en begeleiding op de werkvloer

13. Wat zijn de struikelblokken/uitdagingen in de samenwerking met statushouders op de werkvloer?
14. Als ze iets niet begrijpen op werk, kunnen zij dan bij jou terecht? Hoe help je hen?
15. Word je hierin begeleid? Naar wie evalueer jij dit terug?
16. Mis je soms begeleiding of extra handvaten om de juiste hulp te bieden aan de statushouders?
 - Wat mis je?

Afsluitende vragen

17. Wat heb je nodig om je werk beter te kunnen doen?
18. Wil je hier verder nog iets over kwijt?



Interview guide Status Houders

Interview ID	
Naam geïnterviewde	
Naam interviewer	
Locatie interview	
Datum interview	

Introductie

Graag wil ik je welkom heten bij dit interview. Ik ben Jet en volg de master International Development Studies op de Universiteit Utrecht. Ik doe onderzoek voor de Gemeente Amsterdam over integratie van statushouders op de werkvloer, hun ervaringen en behoeften hierin.

Ik wil je een warm welkom heten en bedanken dat je wilt deelnemen aan dit interview. Ik wil je graag benadrukken dat er vandaag geen goede of foute antwoorden zijn bij het uitwisselen van je verhaal. Als jij je niet comfortabel voelt, bent je altijd vrij om geen antwoord te geven of te stoppen met het interview. Maar weet dat ik heel graag van jouw ervaringen wil leren en hoop dat je deze met mij wilt delen.

Ik ga je vandaag verschillende vragen stellen over je baan, je werkgever, collega's en jouw ervaring en behoeften op de werkvloer. Om er zeker van te zijn dat er toestemming is om dit gesprek op te nemen, wil ik je vragen of ik toestemming heb om de discussie op te nemen? (*Wacht op toestemming*). Ik ga vertrouwelijk en anoniem met je informatie om, daarnaast wordt de opname uiteindelijk verwijderd. Het interview duurt ongeveer 45 minuten. Voordat we beginnen, heb je nog vragen?

Introductievragen

1. Kan je wat over jezelf vertellen, wie ben jij?
 - Afkomst, leeftijd, kinderen (kinderopvang), sinds wanneer in Nederland, opleidingsniveau, werkervaring
2. Waar ben je goed in? Waar word je blij van?
3. Kan je mij meenemen in je werkweek? Hoe ziet deze er voor jou uit?
 - Welke dagen werkzaam, aantal uur

Huidige baan

4. Kan je wat vertellen over waar jij nu werkt?
 - Type bedrijf, sector, wat doet het bedrijf, welke taal wordt er gesproken
5. Wat doe je op je werk?
 - Functie, werkzaamheden, sinds wanneer werkzaam, online/fysiek aanwezig

Integratie op de werkvloer

6. Vind je je werk leuk? Waarom?
 - Tevredenheid, werkzaamheden, verantwoordelijkheid, salaris
7. Voel jij je fijn op je werk?
 - Comfortabel, veilig, respect voor elkaar (*discriminatie*)
8. Hoe zijn je collega's?

- Samenwerken, behulpzaamheid, omgang buiten werk
9. Als je iets niet begrijpt op werk, kun je dan hulp vragen? Wie helpt jou?
 10. Heb je het gevoel dat je deel uitmaakt van het team?
 - Wordt er naar je geluisterd, gevoel van waardering, je thuis voelen
 11. Wat doet je werkgever/collega's om je meer thuis te voelen op werk?
 - Samen lunchen, buddysysteem, activiteiten buiten werk, workshops, etc.
 12. Zijn er momenten wanneer jij je extra deel voelt van het team?
 13. Zijn er momenten wanneer jij je juist minder deel voelt van het team?
 14. Wat doe je daar dan aan?
 - Vraag je om hulp? Bij wie? Wordt er dan geluisterd? Wat mis je?
 15. Wat heb je nodig om je werk beter te kunnen doen?
 16. Voordat ik verder ga, wil je hier verder nog iets over kwijt?

Amsterdamse aanpak

Dan gaan we het nu hebben over de personen van de Gemeente Amsterdam waarmee jij in contact bent en waaraan jij vragen kan stellen als je ergens tegenaan loopt.

17. Hoe is het contact met je klantmanager?
 - Hoe vaak, voldoende informatie, bevalt dit, waar meer behoeften
18. Hoe is het contact met je jobhunter?
 - Hoe vaak, voldoende informatie, bevalt dit, waar meer behoeften
19. Hoe kunnen zij jou nog meer helpen met integratie op de werkvloer?
20. Maak je gebruik van een jobcoach? Ja → Hoe vind je dit?
21. Maak je gebruik van extra taallessen? Ja → Hoe vind je dit?
22. Wat mis je hierbij?

Afsluitende vragen

23. Waar zie je jezelf over 5 jaar?
 - Droombaan
24. Heb je nog vragen voor mij?

13.5 TIME PLANNING

