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Handout (K)

**WS3: A Collaborative Learning Exercise
Build your own Dual Career and Integration Strategy**

Sibylle Hodel & Susanne Schuler

ETH Zurich

www.euraxess-tandem.eu

part 1

Defined modules of alternative Reintegration Dual Career and Integration Services Strategy (DCIS) and respective recommendations for how to use them in which setting

The following set of modules introduces different activities and measures which research institutions can introduce in order to reverse the brain drain and support the brain circulation. Besides focusing on the international researchers, attracting researchers back to their home country is an additional aspect of this strategy. Proposed modules build on the general DCIS modular structure developed also within the TANDEM project and adapt and complement it in order to contribute to the above mentioned goal.

The strength of the modular system described below is that it is adaptable to each institution's situation. Every institution will have to make a self-evaluation of its current needs and services so that the offered modules can be used in an efficient and useful way. Each institution will be able to introduce and use these modules based on the measures that fit their specific country situation.

In order to enable to choose the right mix of the modules, the following criteria were taken into the account:

- **WHY:** what is the added value for the mobile/returning researchers? For his/her family? For the institution?
- **METHOD:** How should this measure be applied, what is its use, what do you gain, what must be observed when the measure is introduced? What is crucial during the steady state? What should be avoided?
- **BASIC LEVEL:** For many institutions introducing the modules in their full version would be too costly. Modules therefore include also the "basic level" recommendations describing the activities which can be carried out with the minimum resources requirements.
- **IMPORTANCE:** colour system: We propose a "traffic light system" to stress the importance of a module/measure, taking into consideration the needs of the researcher and/or the institution:

Red	Essential to have measures/modules
Orange	Good to have measures/modules
Green	Nice to have measures/modules

I. Contact keeping and networking

(Active) social media groups - networks

Social media opened many new opportunities for keeping in touch with the researchers who left the country with regard to both the intensity and extent of these contacts. Thanks to social media it is possible to reach researchers and professionals (e.g. by using properly targeted advertising of the fan page) who could not be caught by traditional tools. They also enable to retain the contacts with the researchers without some additional resources requirement. And finally, they are useful assistants in the process of social and professional (re)integration of researchers and their families as they enable them to connect with other people going through the same experience. Social media therefore act as an important autonomous instrument and supplement existing institutional support services.

- Different platforms can be used. Facebook or LinkedIn are suitable for the possibly widest outreach. Variety of regional or specialised or scientific networks enable for more specific and targeted approach.
- We recommend that a social media profile/group is started by the institution which also decides who is allowed to join the group and monitors posts so that there is quality and effective use of the social media group, not vulgar language or abuse.
- Targeted advertising campaign can be introduced to boost the outreach of the fan page/network.
- Groups can be linked to the activities of the ALUMNI clubs.
- In order to make this effort effective, active moderation of the group is necessary. Information about the institution should be published regularly.
- Moderator should encourage the active participation of the group members and support the networking between them.

Basic level

- Use the general institutional social media profiles/pages to post also the information relevant for the (prospective) employees or researcher Alumnis working abroad (job offers posting is a paid service in case of some of the networks).
- Learn about the possible non-formal groups and profiles established by e.g. the researchers, international researchers or their spouses at your institution and forward information about such groups/profiles to the newcomers.

Newsletter for researchers abroad

E-newsletter is a useful tool to provide the researchers with the information they might be interested in, on a regular basis and in a systematic manner. Besides providing information it also helps to keep the awareness towards the institution. In order to gain enough content several institution/partners can participate on the preparation of the newsletter. Newsletter may include:

- Information about the reintegration funding possibilities
- Information on job offers announced by the employers from different sectors
- News about the availability of new research infrastructure, starting research projects and research activities
- Offers for scientific collaborations
- Information about conferences, workshops, activities which might be relevant and interesting for researchers living abroad
- Information about on-place and on-line networking possibilities abroad and in the home country
- General information about the R&D in the home country/institution
- Information that might be of high relevance for the returning researchers (e.g. kindergartens, changes in the employment law...)
- Possibility to subscribe for the newsletter should be available on the webpage of the research institutions.

Different technical solutions can be used to create and distribute the newsletter:

- PDF document sent via group emailing and/or downloadable on the webpage
- Newsletter generated (and distributed) through the CMS system used for the institutional web page management.

LinkedIn Groups announcements can be used to distribute the newsletter to the members of LinkedIn groups

Basic level

- EURAXESS Links officers publish the monthly newsletters in six world regions. The newsletters might also include the information about the open calls (e.g. positions open within the Marie Curie-Sklodowska actions) or other information relevant for the European researchers working outside Europe. Have a look at one of the EURAXESS Links newsletters e.g.

<http://ec.europa.eu/euraxess/index.cfm/links/newsletters/china>.

Specialised forum/blogs

While mainstream social media make it possible to disseminate the information to the possibly widest target group, specialised blogs and forums act as experience sharing and interaction platforms. In a (password protected) forum or blog the exchange of experience can get much more specific and intense. Researchers considering returning to their home country can learn about the experiences that other researchers came through; about the conditions they have or support they receive. For institutions, it is an addition to existing institutional support services.

- We strongly recommend to install password protection to guard privacy and to enable an open exchange of experience without exposing people to unknown individuals.
- Newcomers can access this forum/blog as soon as they have username/password so that they can learn from the experience of their peers.
- It is further advisable to categorise the blogs so that within one blog,

there remains a thematic rigour and allows for those reading the blogs searching more to the point.

- Make sure that you monitor the comments in the forum/blog to avoid vulgar language or abuse.
- Blogs can also be used as part of the promotional strategy. Identify the researchers at your institution whose experience might be worth sharing and ask them whether they would be willing to blog/contribute to the blog on the issue.

Basic level

- Include the posts describing the experience of researchers working at your institution or researchers returning from abroad and their partners on the main institutional blog platform/web.
- Identify non-institutional blogs authored by your employees and provide reference to them on the website and social media profiles (if the mutual agreement has been reached).

Online tools with professional focus: webinars

Scientific community is used to web-based communication and collaborations. Most of its members are also engaged in teaching and familiar with e-learning technologies. Web based seminars, or shortly “webinars” might therefore be a good tool how to get in touch with researchers living abroad, especially as these are spread around the whole world.

- A webinar allows a speaker from the hosting organization to share presentations, videos, web pages or other multimedia content with audiences that can be located anywhere. It also allows the hosting organization to interact with an audience. Participants can ask questions in real-time through an instant messaging tool, e-mail or VoIP technology.
- The whole range of cost-effective web-based webinar applications is available. Some of them offer also the basic service package for free. See for example:
 - www.gotomeeting.com/online/collaboration/webinar
 - www.clickwebinar.com
 - www.anymeeting.com
- Webinars can be used to inform researchers living abroad about the R&D in their home country and opportunities that are offered to them.
- Webinars can also be used to keep in touch with researchers living abroad and encourage the collaborations between them and researchers working at domestic research institution.
- Recruitment of the participants depends on its topic and focus: open it to the possibly widest target group and make the registration easy if the topic is general (open registration via the webform). Send the personalized invitation to the field specific or scientific webinars.
- Do not end up with a single webinar. Plan the series (3-4 in a year) so that you can really use them to maintain the contact.
- Be realistic in your expectation: webinars will not result in masses of researchers interested in the employment with your institution. But

they might bring some new project cooperation, enable some mobility exchanges or simply encourage the exchange of knowledge. After all they enable for “virtual mobility” which can contribute to the brain circulation just as well as geographical mobility can.

Basic level

Learn about different webinars and other events open to external participants organised at your institution (e. g. scientific seminars organised by departments) and distribute the information to your contact database.

ALUMNI associations

ALUMNI associations have a long and successful tradition and many higher education (HE) institutions benefit from maintaining the contacts with their former graduates. But how can such activities be useful for the “brain circulation strategy”? Existing ALUMNI associations enable to learn about the professional careers of the graduates including those who ended up in research. But by establishing the ALUMNI associations focusing on researchers exclusively even more can be achieved. Some research institutions have already established ALUMNI associations for the international scientists and scholars who have spent time working on their institutions.

- Informal network without formalised structures or written rules might be a good choice of the organisational form for such association at the beginning. However, single contact point coordinating the ALUMNI activities should be appointed.
- Decide about who will be involved in ALUMNI association (former student who were interested in research, doctoral candidates, post-doctoral researchers or researchers at a more advanced career stage before continuing their careers in other countries...?)
- Create the network of contact points within the departments. Researchers know the best how to reach other researchers in their field. Ask them to contact their former students and colleagues.
- Make the registration to the association easy – e.g. through the simple online form.
- Think of the benefits you will present to researchers in order to encourage them to take part in the ALUMNI association. Why should it be interesting for them to register and stay in touch with their former employer/school?
- Develop the communication channels through which ALLUMNIs can communicate and through which information can be communicated to them (social networks, forums, blogs, newsletter).
- If possible, organise events for the ALUMNI researchers and encourage them to initiate their own activities
- Invite them to the events organised by your institution. If possible, give them an active role (e.g. invited speakers)
- Get feedback from them. A little survey on their experience might help your institution to improve. And it is also a clear signal that their opinion matters.
- Keep the activities alive! If you decide to start such activities make sure that you are able to sustain it in the long run.

Basic level

Get in touch with general Alumni associations at your institution and discuss with them whether and how they could support activities focusing on researchers Alumnis.

**Representation abroad:
cooperation with
EURAXESS Links,
compatriots
associations
(science
diplomacy)**

Science diplomacy is becoming an important part of the national and regional R&D policies. The goals it follows can vary from promoting the country's higher education, science and technology abroad through knowledge and best practice exchange to active support of research collaborations. One of its goals can however be to keep in touch with the researchers working abroad and involve them in the development of research collaborations or gain them back.

- Some countries established national "science consulates" worldwide to support the activities of science diplomacy. Switzerland with their SWISSNEX network (www.swissnex.org) is one of the pioneers in this field. This is however a relatively costly alternative and it is not feasible for countries with lower R&D budgets.
- Most countries have the compatriot associations which are active in the regions where the most numerous Diasporas live. These organisations aim at supporting the networking between the compatriots and keeping in touch with their home country. In some cases researchers' communities living abroad are also organised in similar research focused associations.

These associations, both general and research oriented, can become an effective channel through which information towards the researchers living abroad can be disseminated. Contact them and establish the cooperation. Use their information platforms (web, social media, newsletters...) to disseminate the information about the research opportunities at home. Involve them in the organisation of your activities and participate in theirs.

Basic level

- Using the EURAXESS Links is another feasible way to reach researchers living and working in the countries outside Europe. EURAXESS Links is a networking tool for European researchers working outside Europe and non-European ones wishing to collaborate and/or pursue a research career in Europe.
- EURAXESS Links enables researchers to reach six world regions (North America, ASEAN, Japan, China, Brazil and India). EURAXESS Links officers produce the regular newsletter informing about the R&D in ERA countries and existing funding opportunities for doing research in Europe. They participate in different events and conferences where they promote ERA, visit universities and research centres in the respective region and try to get in touch with the European researchers. More information on the EURAXESS Links is available on <http://ec.europa.eu/euraxess/index.cfm/links>.

II. Assistance with identification of job opportunities

Database: (reintegration) funding possibilities

This service is a crucial part of the strategy aimed at attracting researchers back to their home country. It should mainly focus on the funding opportunities that enable to re-establish them the career in their home country such as (reintegration) grants provided by domestic or international funding agencies.

- This special service includes active scanning of the international, national, local and internal funding possibilities.
- Short annotations with key information about the particular schemes are prepared and published in the funding database. Existing databases (institutional, national, regional) can be used to disseminate this information.
- Newsletter or social networks can be used to draw the researchers' attention to such database.
- It is recommended that the service focuses also on dual career couples and provide specific funding schemes (both funding for projects and for people) and explains the formal requirements for applying for funding.
- This service can be made available also for the returnees' partners if they are also working in academia.
- Public demonstration and promotion of "expression of interest" to host an international research fellow (including native researchers with international experience) within a particular European funding call could also help attract such researchers. The expression of interest should introduce the organization, focus on top areas of excellence, but it is recommended to state also various benefits e.g. assistance with application procedure, with relocation and reintegration.

This service can be in a basic version provided as a list of open job vacancies available at the organization at different levels and scientific fields (in English and national language)

Basic level

- List of the main funding mechanisms allowing to get funding for doing research in the home country should be published on the webpage of the institution (e. g. in the section for the prospective employees)
- For the up-to-date information on the open calls reference to the funding database managed by the external institution can be used.

Job vacancies outside Higher Education Institutions (HEI)

Number of positions at higher education or public research organisations is limited. Beside that in many countries facing the brain drain, attractiveness of those jobs is not very high because of the lower level of remuneration. Reintegration grant schemes partially respond to this

problem offering a decent funding however they do not solve the problem of long-term sustainability of the created job. Therefore private sector should also get involved in the common efforts to attract researchers back and provide them with interesting opportunities. Job offers in the business sector should therefore be part of the information provided.

- Cooperation with researchers' employers outside the academia should be established. EURAXESS Jobs portal should be presented to them as an effective tool for the researchers' recruitment enabling higher chance of visibility.
- Possibility to offer combined positions including work in both HE and industry could be considered.
- Jobs offers in the industry can also be forwarded to the partners of researchers hired by the HE and public research institutions. These can be tracked through the usual channels such as job search engines or through the direct communication with companies.
- Umbrella organisations and business associations can be used to approach the companies effectively.
- Enterprise Europe Network can be a good partner helping to establish this kind of cooperation with business sector.

Basic level

Reference to the various sources of information on employment opportunities outside HE should be provided.

Personal assistance: Support with international, national, local and internal funding possibilities

While funding database provides general information about the existing possibilities, personal assistance should encourage the researcher to actively get involved in pursuing them.

- Such assistance might include "tailor-made" screening of funding opportunities, so that only the funding schemes which are relevant for specific researcher are identified.
- It can also include support with the preparation of the proposal, assistance with the administrative issues related to its submission and communication with funding bodies
- The management of the expectations is crucial. State clearly, what kind of assistance in the application process could be expected. Do not make false hope on success rates and explain the decision making process of the funding agency.

Basic level

Include this activity in an already existing service provided by the institution to the domestic employees.

Workshops and events abroad (general and professional)

Using the online tools can be very effective and economic way to reach the researchers but personal exchange is much more effective if you want them to consider returning to their home country after many years spent abroad. It also makes the networking and development of new collaborations easier. Organising different events for the researchers living abroad is therefore an increasingly popular practice (German GAIN network might be seen as an example of good practice in this regard <http://www.gain-network.org>). Different institutions and associations do it with different goals: presenting researchers the existing opportunities in their country of origin, developing the scientific collaborations with research institutions in the other countries or simply encouraging the networking between the researchers.

- Different format of workshops might be organised: general workshops without the focus on specific scientific discipline can be organised to inform about the general state of the art of research in the home country. Field specific workshops focus more on the development of collaborations and networking between researchers.
- Workshops can be organised in collaboration with compatriots associations or other organisations being active abroad (consulates, chambers of commerce)
- Presence of the officials from the home country or organizing such workshops under the auspices of a consul can increase the attractiveness and prestige of an event.
- Networking within the communities of researchers living in the specific foreign region should also be encouraged. Workshops can provide the impulse to the internal mobilisation of such community.
 - Events should enable for active involvement and interaction of participating researchers. To base the whole workshop on the sequence of presentations is not an optimal way to gain the interest of researchers.
 - Informal part should also be included (coffee breaks, common lunch...)
 - Keeping in touch with the workshop participants after the event is also crucial – navigate them to the social networks, newsletters and other activities.

Basic level

- Find out about the events organised by the consulates and embassies, compatriots organisations and diaspora associations or other institutions representing your country abroad.
- Learn about how these events could be used to reach the researchers living abroad.

III. Assistance in reintegration process

Database: Childcare facilities and schools

The TANDEM survey shows that childcare and schools are a crucial topic for mobile parents. Taking this need into account, an institution can help families to find the right place for their children. This could have a positive effect on researchers' satisfaction as well as of the whole family and could increase the attractiveness of return.

- Create a database of all registered childcare institutions within the vicinity of the city in country X including their availability and enquiry tools on the database so that families will have a (one stop shop) tool without having to contact and collate information from different institutions in country X.
- Make sure that all childcare institutions are really included in the database and provide updated information regarding available places.
- Be also clear about how places are allocated and be realistic about the likeliness of getting a place and when.
- Do not forget to mention costs and alternative possibilities.
- Include also general information about the private and public education system, define standard methods for choosing a school/childcare institution, include addresses and contacts which are updated and explain how, where and when children need to be registered for school/childcare institution.

Basic level

- Check the availability of this information on the web pages of the central, regional or local institutions which are in charge of childcare and schooling facilities in your region.
- Publish the information (or reference to its source) in the web sections for the international employees and for the employees in general.

Personal assistance: spouses and family

Personal assistance enables a deeper involvement on individual or special topics the returning researcher has to face. A 1:1-counselling or assistance is much more effective and to the point than providing the standardised information in a written form. The institution can learn more about different needs of the researcher and may be able to provide targeted answer or assistance. Personal contact also enables for instant feedback and adaptation of assistance to the changing conditions. Questions and problems identified through the personal communication can then be reflected in the further development of standardised information packages for future purpose.

- It is advisable to make the personal assistance services designed to support integration of international researchers available also to returning researchers having foreign-born spouses and family members as they might face very similar problems like the international researchers.
- Inform them about the contact point where internationals (researchers or their spouses) can visit upon arrival to take care of administrative and integration issues.

- Inquire with them whether there are some administrative issues (residence permit, working permit...) their partner or family members need to tackle and inform them about how you can help them with these issues.
- Childcare and schooling can be of key importance for the returning researchers: show them where and how they can find the necessary information (use the database as suggested in the previous module), inform them about the procedures they need to follow.
- Employment opportunities for the spouse are another topic that can be included in the personal assistance package (see the other modules for more details).
- It is important that the personnel managing this contact point has thorough knowledge about internal and external/legal procedures and can provide information and instructions which are easy to understand.
- Make sure that privacy is guaranteed at the desk so that the researcher and his or her spouse can openly present his/her situation.
- Manage the expectations of the returning researcher from the very beginning and clearly state who does what.

Basic level

- Include this activity in an already existing service provided by the institution to the international employees and fellows.
- If no central contact point for assistance to international researchers exists, prepare the short guide on who to contact with the specific problems and issues.
- EUARXESS service centres offer the personal assistance on many practical issues. Provide the researchers and their spouses with a reference to the local centre.

Personal assistance (taxation/social and health insurance)

Researchers returning from abroad usually have to tackle very specific questions and issues related to taxation and insurance. They know how the social security or taxation system works in the country so they do not need information in the form of general introduction of the topic. But they might have to deal with the specific issues such as claiming some benefits and need to learn about whether and how previous periods of insurance, work or residence in other countries are taken into account. Or they might need to fill in the declaration of tax and include the incomes from different countries. With regard to the complexity of those issues personal assistance might be the optimal solution.

- Returning researchers should be informed that assistance with these issues is available to them and where they can get it.
- This assistance can be delivered in the country's language and does not have to be tight to the services for the mobile researchers.
- Involvement of HR department, pay-roll or other administrative departments might be necessary.
- Make sure that privacy is guaranteed at the desk so that the researcher and his or her spouse can openly present his/her situation.
- Manage the expectations of the returning researcher from the very

beginning and clearly state who does what.

Basic level

- Check the availability of this information on the web pages of the central, regional or local institutions which are in charge of taxation in your country. Publish the information (or reference to its source) in the web sections for the international employees and for the employees in general.
- Cooperate with the payroll department to solve the specific cases.
- EUARXESS service centres offer the personal assistance on taxation issues. Provide the researchers and their spouses with a reference to the local centre.

Mentorship programme

In order to make the reintegration process smooth researchers returning from abroad can be provided with the possibility to take part in the mentorship programme. Mentors help the returning researchers understand the local working culture and how best to navigate the work environment and integrate in the local work environment. Especially young researchers should be provided with such service. The goal for the young researcher is that he/she learns to carefully plan their next career steps and to receive the opportunity to enlarge their professional network through a mentor. Mentoring is also about ensuring their visibility as a researcher and to actively steer his/her next career step.

- Set up a mentorship programme which also supports the mentors by internal or external experts.
- Choose the mentors carefully, they should not have an intrinsic interest in the success of the mentee.
- Make sure that the mentee has no false hope as to where the mentoring brings him/her in the career.
- A mentoring programme is no guarantee for a future job or for a quick promotion. It is advisable to offer not only 1:1-mentoring, but include also group mentoring where several mentors meet with several mentees, so that a mentee does not depend on the support or advice of one mentor only but of several.
- Consider gender aspects in your mentoring programme.
- It is important, that reintegrating/international researchers have a possibility to enter the mentorship programme whenever needed during the stay in the institution (preferably as new-hires), but the durability of one mentorship pair should be defined by a certain period of time (agreed by mentor and mentee), for example up to one academic year.
- Having worked in the institution for a longer period, the former mentees could also enter the programme as mentors.

Websites with job engines

A website with major and recommended job engines provides spouses a selected overview to actively search for a job in the new country.

- Create a website for second hires (partners/spouses) which includes

all/major national job search engines from which they can apply for suitable positions.

- Also include information in English on job search in country X, how to create suitable CV for jobs in country X and also to provide Do's and Don'ts about the job search in country X.
- Manage the expectations of spouses/partners and do not promise positions which you cannot offer and do not rise false hopes about success rates.
- Be realistic about the time needed to find a job in the new country and what qualifications are needed (e.g. local language skills).
- Keep the information updated about the style of applications.
- Make clear that the job search is a hard and time consuming business which needs time and energy and which can be a stony path.
- Offer a changing testimonial section where spouses who were successful can explain how they succeeded.

Basic level

Most of the national EURAXESS portals includes the information on the job search engines in the respective countries. Provide the reference to this information on your web page.

CV check and personal assistance with funding possibilities

The institution can support a researcher's spouse/partner through a capacity building service like a CV check. He or she gains a better understanding of the local job market and the requirements and is also able to adapt to the local market.

- CV check includes country specific reviews. A central office should offer a CV check so that spouses/partners learn how to adapt their CV to local standards.
- They also get some brief information on how to apply for jobs in country X.
- We advise to manage the expectations carefully at the very beginning of the counselling session.
- Providing advice and counselling does not guarantee a position but it helps to gain the attention of the HR person who does the screening of the incoming applications.
- We recommend to link the counselling about how to write a CV which fulfils the local/national standards with a session about how a job search is best carried out and what pitfalls must be avoided.
- Be realistic about the success rate and possibilities a person has on the local job market and motivate the person in his/her endeavour.
- A CV check is not a job interview; make this clear from the very beginning so that no false hopes are made.

Basic level

Identify the career development advice and training programmes provided to students or employees at your institution. Enquire about the possibility to include spouses of researchers in the programme.

Volunteering platform for spouses/partners

Sometimes, professional integration is difficult at start and in those circumstances some spouses/partners might prefer an activity that supports people living in their new neighbourhood or new city. Volunteering provides this opportunity: volunteers enlarge their network, broaden their skills, they do good and are actively involved in important tasks supporting the new city or an employer/organisation which they like. A reference to the volunteering opportunities (e.g. reference to existing websites, or publishing some offers via social networks) could be provided to the spouses/partners:

- Make sure that spouses/partners accept the volunteering options not as dead-end but as temporary possibility which helps them integrate and broaden the network.
- It is not an excuse for not finding paid work. We recommend that spouses/partners are made aware of volunteering opportunities and are also made aware of some volunteering organisations having a religious or other approach.
- We advise that you, as the institution, check the volunteering organisation for being certified and recognised so that people are not exploited.
- Researchers' employers themselves can provide the volunteering opportunities for the spouses of researches they hire. These can be related to the Spouse programme and include activities such as e.g. assistance with organising the events for international students or other international researchers etc.

Basic level

Provide the information on the organisations offering or intermediating volunteering opportunities on the institutional website.

Networking for family members

If researchers are coming to their home country after many years spent abroad it might be well possible that they will be accompanied by the foreign spouses or children born abroad. For them integration to the new culture and society might be a real challenge and how successful it will be might influence whether the researcher decides to stay or will leave the country again. It might be therefore very helpful if they also have an opportunity to meet with people who came through the similar experience and understand how they feel and what they face.

- If your institution organises the networking events for international researchers and their families, involve the spouses and children of returning researchers in them.
- Events can have a different format: little trip, sporting activities, volunteering activity or common preparation of dinner – there are hundreds of possibilities.
- Inform the returning researchers about the possibility to participate in such events. Make sure that they have access to the information sources where information about such events are published.
- Involve the domestic researchers and their families if possible.

Basic level

If your institution does not offer this type of events, identify the events organised by other institutions open to the external participants and recommend them to the researchers and their spouses/partners

Social spouse programme

Spouses/partners of returning researchers could be offered an opportunity to participate in different social events organised for partners of international researchers where they can meet new people going through the similar experience. These can be organised under the umbrella of “social spouse programme”.

- Social spouse programme can be organised around the events that offer an added value to the spouses/partners e.g. by inviting well-known speakers, or fun events also for families with (small) children, or events which link the international with corporate organisations or interesting people.
- These events should be held at varying times, e.g. morning, lunch time, afternoon and also evening so that there will be many opportunities for interested parties to attend.
- It is advisable to include local organisations or clubs in the planning and running of such events. These organizations bring added value to the network of the spouse/partner and lessen the burden of the institution.
- If your organisation provides some benefits to researchers with regards to leisure time e. g. available institution’s/local/city sports facilities, consider extending such benefits also to spouses/partners (services need not be free of charge but offered for reasonable price).

Basic level

Ask your international/returning employees whether their spouses would be interested to get in touch with other internationals. Provide them with the contact details or recommend them social networks groups where they can contact other spouses.

Language training for the spouses and family members

Although the returning researchers don’t need the language training, their spouses and family members might. Some knowledge of language can considerably contribute to better integration in the professional, educational as well as in the personal environment and enables a sustainable integration in the new country. Reintegration support therefore should include possibility to take part in the language courses for researchers’ spouses as well as their children.

- The hiring institution should offer language training or could order language courses of different levels and intensity from an outside provider. This is crucial for integration.
- Language training can also include some cultural training, or at least allows to learn the language by working with local specifics.
- Ideally, language instruction should be flexible and as cheap for the hired person as possible.

- It is advisable to offer language courses at the very beginning and to structure the courses so that they can easily be integrated in the normal work day.
- We recommend that language courses comprise also cultural training and local flavour so that they are at the same time a source for discovering the new environment.
- Make it thorough and intensive, and do not forget to create a motivating learning environment by adding social events.
- In addition to face-to-face language training, online courses can be offered as an effective form of instruction providing the basics of language. These can be offered even before the arrival to the country.

Basic level

- Provide information on the existing language courses.
- Identify and recommend the online language courses

Reference to local unemployment agencies

Spouses coming with researchers face the challenge of finding a new job in the new country. They can take the advantage of the fact that their partners know the country and usually also can get the support from the partners' family and friends. But still it takes some time to find a proper job and support from another side might be necessary. In many cases these partners also have a right to claim for unemployment benefits based on their previous employment record in other countries. Providing information about how to claim these benefits or what institutional support there exists for a job search can therefore be a highly relevant advice. The easiest way how to do it is to publish this information on the website (in the respective section) in a comprehensive and a structured manner: (1:1-advice only in special cases)

- The website should explain the rights of unemployed internationals and distinguish between the rights of national, European and third country citizens.
- It can give reference to the local unemployment agencies and explain what can be expected and asked from them (unemployment financial support, help with job search, courses etc.)
- Make sure that the information on unemployment is clearly structured and categorised.
- Explain that being unemployed is not a shame and that it opens new ideas and possibilities for the professional future.
- Unemployment agencies often communicate in the local language. Support the spouse/partner in his/her communication with the unemployment agencies so that there are no misunderstandings.

Basic level

Establish the cooperation with the local EURES network /public unemployment agency and provide the reference to them.

Workshop: How to find a job in country

Finding a position is not the same in each country, so newcomers must learn more about the specific country they are in. In a 1-2 day' workshop with internal and external recruiting experts, spouses/partners can learn

how to find a job and how to build and use a professional network to seek jobs.

- We strongly advise to include also experts from outside the institution in this workshop who know how the local job market works, who have a broad network in the companies hiring internationally and who know what the particular situation of an international spouse/partner is after a long-distance move.
- It is further important to manage the expectations of the participants of the workshop, finding a job is still a hard work and the successful participation of the workshop does not guarantee a quick success towards signing a work contract but it equips them better in their endeavour and makes a success more likely.
- Make sure that the participants do nonetheless not neglect the learning of the local language which is one important element in the job search.

Basic level

- Identify the workshops and event organized by the external institutions and partners (e.g. EURES events, job expos, trainings). Try to identify both cost-free and paid alternatives. Provide the information via the different channels.

Letter of reference from employer of first hire (door opener)

Spouses/partners are in a less advantageous position on the job market than those living in the country for several years and already have a professional network. A letter of reference written by the employer of the first hire can work to open doors for the newcomer and also outline briefly the situation of the spouse/partner (why is he/she looking for a job in this country), summarises their cv and professional experience and what their personal impression is of the newcomers. This letter can be included in the application dossier of the second hire.

- It is advisable to reflect in advance what signal the institution sends out to the spouse/partner when such a letter is offered.
- It needs reflection on the signal you as renowned institution send to other employers.
- You must be transparent in your judgment of the quality and qualifications of the spouse/partner and not misuse your own name.
- Manage the expectations of the spouse/partner carefully, he/she should not see this letter as a secure way to a position.
- The letter focuses on explaining the particular situation a spouse/partner find him/herself in and aims giving the spouse/partner the chance to be seriously considered even if he/she does not fulfil formal requirements because of the move from abroad.

Newsletter with job openings

Newsletter with job openings can be established and sent out to second hires. Different types of information can be included in the newsletter.

- It can also include specific courses and trainings on how to find a job offered outside the institution.
- It is advisable to define the goal and target group and what can be expected of it carefully and include people who are spouses/partners of employees of your institution and who are seriously on the job search.
- Make sure that data protection is observed. We advise also to include volunteering possibilities or internships.
- We recommend that people must actively register to the newsletter and are not automatically included in the mailing list.
- If creation of such newsletter is not possible, social network groups can be used to distribute such information on the regular basis.

Basic level

- Most web based job-search engines offer the possibility to set up the automatic notifications with the new job openings complying to the criteria defined by the job searcher.
- Explain this possibility on the webpage informing about the job search engines or help your clients to set up such notification.

Workshop: How to define career goals/assessment

Spouses/partners who may have given up a career to move abroad, may need to redefine their professional life and career. This may be difficult, in the new country with new cultural aspects and perhaps even another language. In this workshop, spouses/partners will learn to define their professional goals in accordance with the new environment, build strength through a professional assessment and be focused in their job search and gain confidence in their areas of strength.

- We recommend to organise a workshop on the definition of career goals and professional assessments as it puts the spouse/partner back in the role of the active person who takes decisions about what he/she really wants.
- We advise to offer the workshop so that the expectation of the spouse/partner is not that you as the institution just offer a position based on that fact that these are spouses/partners.
- The confidence they gain in such a workshop reflects positively on you as attentive employer.
- Before you offer the workshop, make sure that only spouses/partners having a work permit and the right to work in your country are included in the workshop, otherwise you would raise false hopes.

Basic level

- Identify the workshops and event organized by the external institutions and partners (e.g. job expos, trainings). Try to identify both cost-free or the paid alternatives. Provide the information via the different channels.

Website to publish CV of second hires

Positions are not always advertised; recruitment may also come through in-direct contacts. To provide visibility to the spouses/partners, a special website or database is created where the spouses/partners can publish their CV and a letter of motivation. If this is not possible for data protection laws, a database with the qualifications can be created so that companies looking for applicants can screen the specific database and website and contact potential candidates directly and ask for their full CV. This is a good marketing tool both for the spouses/partners as well as for the offering institution.

- Make sure that the platform and database observe data protection laws and that it is well known amongst the major recruiters in the area.
- In order to guarantee data protection, recruiters should only have access to this talent pool by the use of a username/password.
- It is advisable to manage the platform and database carefully so that it is always up to date, always correct and only accessible to serious recruiters

Basic level

Assist your clients to publish their CV through the regular job search engines in your country.

Career coach for spouses/partners

A higher level service compared to the CV check is a career coach which requires more face to face contact and closer interaction. A second hire/spouse is more likely to understand his or her opportunities at the local job market and is also informed about education possibilities to reach the career goal. With the help of a career coach institutions can support incoming researcher families for a better and more sustainable settlement in the new country.

Spouses/partners wishing to find a professional integration in the new country cannot act in the same way on the job market as they may be used to in their home country. Therefore, a career coach could actively support them in their job search and help them find a new position in the local job market.

- We advise to manage the expectations carefully at the very beginning of the career counselling session.
- Be clear about the role the career coach has and the role the spouse/partner has.
- Choose the career coach carefully; it must be someone who has experience with hiring in international contexts and also someone with a good knowledge of the local employers and job market.
- It is advisable that the career coach offers an assessment to the spouse/partner so that he/she reflects his/her strengths and weaknesses in a labour market which is new to him/her.
- Be prepared to be confronted with unsettled people who may need psychological support first.

.... Open end