

Integration management concept





1 Preface / Introduction

As an outpatient care service, we strive to constantly improve our service. On the one hand, this relates to our residents - they are the people who make the value of our work visible and make our daily work routine varied. On the other hand, we also want to offer our employees the best possible service. That is why we always offer conversations at eye level, a familiar working environment with activities and festivities, a manageable number of patients and above-average remuneration.

In addition, we would like to expand another pillar: Intercultural diversity in the workplace. In the past, people from different cultural backgrounds have worked for us, including people from Poland, Russia and Turkey. In the future, we would like to significantly expand this diversity and especially attract nursing professionals from overseas (countries outside the EU, so-called "third countries"). This will give us new insights - not only into work processes, but also into the cultural view of dealing with ageing people.

It is extremely important to us to place international care workers fairly in a new working and social environment. In addition, we also want to accompany them and ensure that they can experience security, legal expertise and advice as well as solidarity in a well-connected intercultural environment.

The following integration management concept reflects this understanding of our company as a voluntary commitment; we are committed to this as a non-governmental player in the field of international placement of care professionals.



1 Preparations after recruitment

The time required and the extent of the formalities for the departure and entry of the recruited nursing staff are often underestimated. Depending on the countries involved, the following review and approval authorities must be involved:

Employment contract

The employment contract plays an important role in the immigration process and between the care worker and the employer.

- Therefore, the future skilled workers are sent the employment contract in writing, in German and in English, and additionally in their mother tongue before they start work.
- The employment contract complies with all provisions of collective bargaining law in Germany.
- The company shall ensure that the employment contracts it arranges contain written provisions on labour relations, support in the recognition process, support in the relocation process and, where applicable, special cases.

Visa for Germany

Nationals from third countries require a visa for entry, which entitles them to take up gainful employment. Before the visa procedure, however, the procedures for residence and employment permits in Germany as well as for recognition of the equivalence of foreign professional qualifications must be completed.

The duration of visa procedures can vary greatly in some cases and depends on the type of procedure chosen. For the accelerated procedure for skilled workers (according to § 81a AufenthG), the deadlines are fixed. In the procedures outside § 81a AufenthG, the time window for an appointment to apply for a visa varies greatly. Longer waiting times are published on the websites of the embassies concerned.

- "Landleben Ambulanter Pflegedienst GbR" uses the Accelerated Skilled Worker Procedure for this purpose

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Recognition procedure

In order to be able to work as a specialist in Germany, the foreign professional qualification must first be recognized as equivalent in Germany. In the case of the regulated profession of nursing specialist, a permit to use the professional title must also be issued.

- The employer therefore submits the application for recognition to the locally competent recognition authority in Germany **before** the skilled worker **enters the country**. To do this, he/she needs all the necessary documents and a power of attorney from the future skilled worker.
- The recognition authority then carries out an equivalence assessment. In the case of nursing qualifications from third countries, differences to the stated reference occupation are often stated in an assessment notice (so-called deficit notice). In such cases, the foreign professional qualification is not considered equivalent, so that differences must be compensated for with the help of a compensatory measure in Germany (§ 16d AufenthG).

German language skills

In order to obtain a professional permit to work as a care professional in Germany, future care professionals need to have a German language level of B2- level of the competence scale of the Common European Framework of Reference for Languages (CEFR). In the case of entry to participate in a compensatory measure (according to § 16d AufenthG), visas and a provisional work permit can also be issued to care professionals who prove a B1 level according to the CEFR. In this case, the future professionals must catch up on German language skills up to a level of B2 CEFR before or during participation in a compensatory measure in Germany.

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- German at B1 CEFR level must be learned prior to entry if German language skills are not yet available.
- Language acquisition at B1 CEFR level takes place in the Philippines in cooperation with a certified language institute.
- Financing is provided by “Landleben Ambulanter Pflegedienst GbR”.
- Furthermore, each participant receives a monthly stipend of 300 €, which ensures their livelihood and enables them to fully dedicate themselves to language learning.
- To apply for a visa, you must then take an exam at a certified language school to prove your language proficiency.

Consent of the Federal Employment Agency

The approval of the Federal Employment Agency for the granting of the residence title is required to take up a professional activity. The Federal Employment Agency also checks the suitability of the compensatory measures for the recognition of the foreign professional qualification. In the case of public or state-recognised educational institutions as well as publicly funded or certified measures, suitability is to be assumed. The foreigners authority and the diplomatic mission or consular post abroad then adopt the examination result of the Federal Employment Agency.

- Further information can also be found on the website:
<https://www.make-it-in-germany.com/de>

Support with the application procedures within the framework of skilled labor immigration Not only for Germany are there regulated procedures within the framework of international skilled labor immigration; in the countries of origin, too, administrative procedures often have to be completed before the skilled workers leave the country.

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Until then, "Landleben Ambulanter Pflegedienst GbR" has defined a way to maintain reliable, close and professional contact with the new workers still living in their country of origin.

- At "Landleben Ambulanter Pflegedienst GbR", the permanent contact person is Ms Azzouzi – she keeps in touch with the immigrant professionals.
- In 14-day video conferences with the participants, it is possible to use this time constructively.
- Another important component in the onboarding process is the "language mentor program". Each participant receives a nursing colleague as language mentor. The colleagues meet regularly on a virtual basis, which promotes the development of language skills and creates a collegial network at an early stage.
- The employees also receive a portfolio of their future area of assignment, as well as the contact details of the ward manager and the integration supervisor.
- The careers are informed about the living and, above all, the working situation in Germany and have the opportunity to request direct and unbureaucratic support from the integration management of "Landleben Ambulanter Pflegedienst GbR. The appointments are very popular and are an important building block in the onboarding process.

Staying in constant contact

The processes of document management, dealing with the authorities and, if necessary, language learning can be protracted. Only when these processes have been completed can the date of departure or entry actually and bindingly be determined. The joint project can then enter the next and concrete phase to be planned by the employer and the future skilled worker. Until then, "Landleben Ambulanter Pflegedienst GbR" and the skilled worker will keep in regular contact.

- For this purpose, the future skilled worker will have a contact person in the company who will keep in touch. In this way, a relationship of trust can already be built up.



and many topics for the time after entry can be discussed or appropriate preparations made.

- Due to the constant exchange, all parties involved always have the same information. It is important that the intermediary company or employer is informed immediately of any changes, e.g. regarding contact details.

2 Arrival and the first days

Prepare the arrival

When, after the time of recruitment, organisation and document management, it is finally possible to book the trip and thus the exact date of arrival of the recruited new employees is fixed, the next phase of preparations begins. Now the arrival and the first days in Germany can be coordinated and planned.

- Through regular contact with the contact person, Ms. Azzouzi, a close and trusting contact has already been established.
- Thus, many agreements about what should happen in the first days, weeks and months could already be planned with numerous details.
- All participants appreciate the uncomplicated medium of exchange, e. g. WhatsApp, as this allows them to get in touch with each other quickly.

The new employees

- For the new employees of our company, the first days after arrival are a special and often emotionally important time, which is usually recounted for the rest of their lives.
- And also for the colleagues at the future place of work, these are symbolic days that need to be well prepared.

Arrival and reception

It is obvious to give the arrivals a warm welcome:

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- Many employers find it important to welcome new employees personally when they arrive in Germany, e.g. at the airport / train station etc. and to take them to their first accommodation.
- How long and comprehensive such a welcoming committee will be after arrival, or whether the new employees do not want a welcoming committee, should be discussed in advance. The wishes and needs of the new employees are the focus here.
- If desired, only a transfer from the place of arrival to the first accommodation or flat is also possible.
- Those who have completed a long journey are usually hungry, thirsty and tired. Very few people have the time or energy to do a lot of shopping after hours of travelling. At certain times, shopping is also not possible. Therefore, the company will ensure initial catering in order to be able to cope well with a – possible – quarantine time.
- Furthermore, a German SIM card for the smartphone is provided with a starting credit to ensure connection to family and confidants in the home country and to the company or integration management.

In the company

The new employees will also be officially welcomed as a member of the team when they first appear at their future workplace. You will be briefly introduced to your colleagues as well as to the residents of your future place of work.

Handbook Germany

Many questions arise when arriving in Germany. Handbook Germany offers information, links and videos about work, education, life, asylum, laws and more. Local offers can also be found via the search function. <https://handbookgermany.de/de.html>

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mbeon

A digital service that offers the opportunity to take advantage of free, anonymous and data-secure chat counselling on issues related to arriving in Germany (topics such as work and career, learning German, health and housing) via the mbeon app.

Social media

Nurses coming from abroad welcome the opportunity to get an impression of their potential new employer and the workplace in Germany through a social media presence before they are recruited. At the same time, social media presences offer opportunities to show how the company's

integration concept is filled with life: from the recruitment process abroad, to entry, to the recognition procedure and during induction, there are many opportunities to create content here.

- "Landleben Ambulanter Pflegedienst GbR" has an email contact as well as a Facebook and Instagram account.
- The website regularly publishes articles on topics such as diversity, foreign nursing staff and interculturality.

In private

Building a social network independent of the workplace is enormously important for new employees.

- The company or the colleagues offer a few joint activities for the first few days and weeks or have organized get-to-know-you meetings.
- Contacts to other organizations are also offered: to faith communities, sports clubs or other interest groups.



Provide welcome folder

- Every new employee receives a welcome folder containing the most important information about the company, but especially about everyday life in Germany.
- this offers newcomers an important reference work

3 Relocation management support

The following aspects are particularly important:

- The international move is a big moment for the nursing staff.
- Therefore, the wishes of the new employees regarding the organisation of the move are also taken into account as far as possible. However, this is a free service sector. Therefore, it is discussed in advance exactly which parts of the move will be taken over by "Landleben Ambulanter Pflegedienst GbR" and which will not. Before the new employees arrive, it is contractually specified exactly who will take over which concrete tasks and which costs.

Assistance with formalities

A popular area of relocation services is assistance with applications, dealing with authorities, opening a bank account and similar matters. A special feature of the relocation of internationally recruited nursing professionals is that the path to full professional recognition and licensing must be guaranteed. Thus, employers or contracted service providers are obliged to accompany central official formalities in the course of immigration. For example

- the registration of a residence address in Germany
- participation in a recognition procedure
- registering with the foreigners authority; obtaining the work permit

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For all these services, there must be a power of attorney from the person recruited or their relatives. Otherwise, no one can act on their behalf.

Organize the first living space

- “Landleben Ambulanter Pflegedienst GbR” has two flats (fully furnished) within the property of the Alten-WG Pinnow, which it can offer to its internationally recruited care professionals – at least until the end of the recognition process.
- The new care workers are already adequately informed in their home countries about the size and facilities of the flats as well as the costs.
- The rental costs are borne by the new care professional
- Many testimonials from foreign professionals show that this option is very positively received by new employees
- However, the employees coming from abroad have the choice whether they really want to move into a living space owned by "Landleben Ambulanter Pflegedienst GbR" - or prefer a more independent situation. The company provides the future international care professionals with sufficient information about flat size and living facilities as well as costs so that they can make a well-considered decision.
- Furthermore, “Landleben Ambulanter Pflegedienst GbR” offers its help in the search for housing in the immediate vicinity and will use its contacts to the municipality, which owns a property near the future place of work, for this purpose.

Also ensure mobility

Another important question in an international move is how mobility will be possible in the new place of residence. For many foreign professionals, public transport is the first choice for mobility.

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- As "Landleben Ambulanter Pflegedienst GbR" operates in a rural area, public transport is not always an option, especially when it comes to shift work. Therefore, "Landleben Ambulanter Pflegedienst GbR" provides bicycles for the initial period.
- For new employees of "Landleben Ambulanter Pflegedienst GbR" there is on the one hand the possibility of a job ticket/monthly ticket, as well as the provision of information about the subscription options with the public transport companies.
- For employees who settle in the next larger town - Neubrandenburg – "Landleben Ambulanter Pflegedienst GbR" will provide a shared vehicle according to the car-sharing principle and, if required, provide support in organizing a driving school.
- For all vehicles or public transport tickets (job tickets) available to the new international care workers, the terms of use are agreed in writing and unambiguously.

Ensure internet access

Experience shows that foreign professionals use the internet to communicate with family and colleagues who are also emigrating, and use it to research and organise everyday life after their arrival.

- The two residential units offered by "Landleben Ambulanter Pflegedienst GbR" have internet access.
- A German SIM card is provided for the smartphone with a starting credit so that the connection to family and friends in the home country and the contact person at the employer is guaranteed.
- Once the bank account has been set up, accompaniment to a mobile phone provider takes place to ensure a permanent option of internet access



4 Establish integration management

Create an integration management

In order to be able to deal with the extensive concerns of recruited nursing professionals from abroad, an integration management system was introduced and the position of an integration manager was created.

In integration management, all topics, questions and concerns related to recruitment, entry, induction and the recognition procedure can be channeled and dealt with.

The integration manager will develop tailor-made proposals for the strategic promotion of a welcoming culture for the respective new employees - and bring them together conceptually.

- The integration management of "Landleben Ambulanter Pflegedienst GbR" has 1 exempted part-time employee with a scope of 30h/week.
- The force is familiar with the integration processes of foreign professionals from its own experience.
- The integration manager is familiar with the creation and maintenance of the necessary integration structures and has the corresponding working time resources as well as the necessary room for maneuver.
- He/she is supported by the management in their tasks, because the management of integration measures is - especially in a smaller company - teamwork.
- It is important for old and new employees to know about and be able to reach the integration manager from recruitment abroad to induction in the destination country.

This integration concept clarifies the tasks and main topics of integration management at "Landleben Ambulanter Pflegedienst GbR".

The concept is reviewed at regular intervals to ensure that it is up to date and correct.



5 Sponsorships and mentoring programme

Mentoring, sponsorship and tandem - the advantage of personal support in the professional environment

- Personal contacts and advocates are an important resource for many people in their new working and living environment and help them find their way around.
- In the team of "Landleben Ambulanter Pflegedienst GbR" there is at least one integration officer who is trained in intercultural competence.

The following models are practiced in our company:

Tandem

- Since we want to make it possible for internationally recruited nursing professionals to continuously improve their German language level to practice their profession in the Federal Republic, helpful and committed colleagues in the team are a great asset.
- They play an important role with regard to the (specialist) language acquisition of internationally recruited nursing professionals.
- However, the work in tandem is not limited to the expansion of the language level, but also finds its way into the daily work in the workplace. This applies in particular to the induction phase in the company.
- In addition, tandems are also used for leisure activities outside of work.

Sponsorship models

Sponsorship models are a good idea during the induction phase of new international nursing staff.

- The mentors for induction are in the same team and on the same hierarchical level as the new care professional. As "Landleben Ambulanter Pflegedienst GbR" is a smaller company, the tandem partner and the mentor will be one and the same person.

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- The sponsor takes on this task voluntarily and accompanies the new nursing professional from the first day of work for at least six months, or longer if necessary.
- They show and explain the formal procedures and processes at the respective workplace and, as far as possible, throughout the company.
- They help you to connect with your colleagues and also clarify informal rules.
- The planning and process of the integration takes place in close consultation with the responsible practical instructor. Regular feedback meetings of all persons involved in the integration process are agreed upon and documented in writing.
- The integration manager is available to provide support for all kinds of questions.
- However, familiarization in the area is reserved for the expertise of colleagues on site

In all phases of integration in the new workplace, it is important to have a clear understanding of the cooperation between integration management and the tandem partner, as well as between the practice supervisor and the management.

6 Organise the recognition process

The professional recognition process

Before entering the country - and thus also before the visa is issued - the application for professional recognition is submitted to the competent recognition office (in Berlin this is the State Office for Health and Social Affairs/LaGeSo) with all the necessary documents and information on the desired reference profession (nursing specialist according to PflBG or health and nursing officer according to KrPflG).

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The competent recognition body then carries out an equivalence assessment. In the case of nursing qualifications from third countries, significant differences from the reference occupation are often stated in a notice of assessment (so-called deficiency notice). In such cases, the foreign professional qualification is not considered equivalent, so that differences must be compensated for with the help of a compensatory measure in Germany (§ 16d AufenthG). The missing contents can be compensated for, for example, within the framework of an individually coordinated adaptation course. Alternatively, it is possible to take a knowledge test (directly or with a previous preparatory course). Both the knowledge test and the adaptation courses can so far only be taken in Germany, i.e. after entry. Nursing professionals coming from abroad have the right to choose freely between the knowledge examination and the adaptation course.

- At "Landleben Ambulanter Pflegedienst GbR", the adaptation courses are held in cooperation.
- The curriculum includes a six-month adaption course consisting of theoretical and practical learning content.
- This ensures an early operational integration of the foreign care professionals into the team of "Landleben Ambulanter Pflegedienst GbR".
- "Landleben Ambulanter Pflegedienst GbR" enables participation in a recognition process with priority. We release the nursing professionals qualified abroad in the recognition process for all matters concerning this process. The attendance working hours of the nursing professional concerned are adjusted to the required phases in the recognition process.

In addition, it is possible to obtain advice from recognition counselling centers on the funding program "Integration through Qualification" (IQ) in Germany and abroad.

German language skills



For the nursing professions regulated in Germany, proof of German language proficiency at B2 level according to the CEFR and, from 2021 onwards, proof of specialist language proficiency is also required in order to be granted permission to use the professional title or to practice the profession. Since international care professionals are already allowed to enter Germany with German language skills at the B1 level of the CEFR, language training in Germany prior to or parallel to the compensatory measure is possible and makes sense. This takes place in the company "Landleben Ambulanter Pflegedienst GbR" as follows:

- At "Landleben Ambulanter Pflegedienst GbR", language classes are held in cooperation with a certified language institute.

7 Adapt induction

The element of induction or "onboarding" (= "getting on board") is at the heart of the integration of new employees into the company. It is an important phase in which employers can demonstrate their attractiveness and competence: The better the onboarding is organized and implemented, the faster the new international nursing staff can perform as desired, conflicts can be resolved and dismissals during the probationary period can be prevented.



Like all new employees, care workers recruited from abroad must also be introduced to the processes and regulations of a company. In these cases, it is necessary to adapt the familiarization process and reconcile it with the recognition process. This is because the requirements of the recognition process to be observed determine the first months after the entry of a care professional recruited from abroad to a considerable extent.

- "Landleben Ambulanter Pflegedienst GbR" sees the integration of care workers from all over the world as an important task for the future of care.
- After the successful interview and acceptance, the international care workers are deployed individually at "Landleben Ambulanter Pflegedienst GbR", depending on their previous experience.
- A staged induction plan responds to this special period between entry and full deployment as a nursing professional. Since most internationally recruited new staff members are not yet recognized as nursing professionals after their arrival and therefore cannot be deployed as such in the duty roster, it is important to accompany them particularly well during this special period. The induction plan is directly oriented towards the demands of a nursing professional - even if some activities may not yet be carried out at the beginning. Regular feedback sessions are held during the familiarization phases. The induction plan is adapted if necessary.
- During induction, all departments can potentially be the place of deployment.
- The management and/or the integration management presents the new international specialists to the management and colleagues before their first assignment on the basis of their curriculum vitae and advises them on suitable measures for integration and familiarization.
- In the ongoing process, the integration manager supports the respective outreach team/welcome team and the international staff.



Experience has shown that the process of integration and adaptation qualification works particularly well in a team that has a strong interest in intercultural cooperation and guidance. For this reason, the concept of the welcome team for international nursing staff at the

"Landleben Ambulanter Pflegedienst GbR" established :

- The "Welcome Team" is used for practical training in the adaptation qualification.
- Competences in guiding international nursing staff, practical guidance and intercultural experience are bundled in the welcome team and used as a resource to professionally accompany international nurses during the adaptation qualification and to support language development.
- A welcoming culture has been established, serves to promote collegial appreciation and increases the attractiveness of the nursing profession.
- The careful onboarding of new employees promotes the long-term retention of highly qualified professionals at "Landleben Ambulanter Pflegedienst".
- The workplace-based teaching of health care structures in the protected area of the welcome team contributes significantly to improving integration. Experiences gained here can later be implemented in everyday nursing care at all places of employment. This also relieves and shortens the familiarization process in the subsequent area of deployment.
- It has been shown that linguistic communication - on the one hand with other nurses, on the other hand with the patients - is a particularly important aspect. It can be practiced in the welcome team, which at the same time prevents international nurses from being marginalized due to a lack of language skills.
- The intercultural setting of the welcome team, in turn, has positive effects on the competences of the whole team for the care of patients from different cultures.



- The practical part of the adaptation qualification takes place exclusively in the welcome team.
- During the practical part of the adaptation qualification, the concept for an adaptation course for immigrant care workers and the associated instruction checklist serve as a basis and must be successfully worked through with the international care worker.
- Furthermore, the focus is on developing language competence up to the B2 level. This level is certified with a certificate at the end of the adaptation. Therefore, attendance of the language course must be made possible in free time with a coordinated service plan.
- The integration manager supports the process of adaptation in the welcome team in an advisory capacity.

8 Accompany team building process

New employees and their integration into the team are a routine situation in human resource management. But if the new colleagues are recruited from abroad, special attention should be paid to the team-building process. This way, misunderstandings and team conflicts can be dealt with right at the beginning and the new situation can be used for team development and increasing employer's attractiveness.

Consider the whole team

- International colleagues are initially only deployed in the welcome team.
- The decision for a team to apply as a welcome team is made jointly with the team, the management and the integration manager.
- Integration management accompanies the team and the new colleagues during the recognition process
- The receiving team / welcome team is involved from the very beginning (recruitment movement, preparations until entry and employment). We go



participative ways, take up ideas from the staff and thus promote the acceptance of international nursing staff from the very beginning. Through an overall human resources strategy, no one is disadvantaged and the new international nursing staff are not perceived as competition but as a relief in the long run.

- It provides education on different cultural and professional understandings and initiates a dialogue that opens up understanding for different approaches.
- The motto is: "Nothing about me without me! - The new colleagues tell us about their background and their professional training. This way, everyone can address their questions directly and enter into an exchange.
- At "Landleben “ Ambulanter Pflegedienst GbR", self-reflection techniques are regularly trained in the welcome team to prevent conflicts.

9 Expand competences

Diversity as a resource for a welcoming culture

The international recruitment of care professionals strengthens care and provides relief for the care teams of "Landleben Ambulanter Pflegedienst GbR".

The company sees intercultural opening as a cross-sectional task and therefore supplements the training plan. Because in order to grow the project of a welcoming culture in the whole company, the support should not only be open to nursing staff, but also to other professional groups.

- The welcome team receives training in intercultural competence by an intercultural competence counsellor / trainer.
- Successful integration requires that the management level also continuously educates itself on issues of human resource management, diversity management and intercultural openness. The same applies to employees in the position of integration management.



Open up career paths at an early stage

A company should expect that internationally recruited care professionals will have professional ambitions after they have been granted a licence to practise and their profession has been recognised. For this reason, the new international care professionals at "Landleben Ambulanter Pflegedienst GbR" are approached at an early stage in a personal conversation to find out which further education and training courses are desired and can be supported by the company.

- At "Landleben Ambulanter Pflegedienst GbR", all employees receive a target agreement meeting and a potential analysis once a year.
- This is where individual staff development is discussed and promoted.
- Furthermore, the company supports language training up to the C1 level; this measure is free of charge for the employees.

10 Intercepting conflicts

Conflicts are part of life - but it's how you deal with them that counts Differences of opinion, friction and conflicts are part of everyday working life. Every company has found ways to deal with them. Internationally recruited nurses will also be involved in conflictual situations.

International migrations are controversially discussed in Germany. This is also reflected in everyday working life. It may be that members of the core staff do not agree with international recruitment. Those in need of care and their relatives may also be hostile to care professionals from abroad and express this with derogatory comments. Factual problems or easily solved misunderstandings can be culturalized or ethicized.

- Especially in cases of cultural misunderstandings, the integration manager can act as a mediator.

Developing language skills

Experience reports show that linguistic communication difficulties in particular are misinterpreted as a lack of professional expertise or general weakness.

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Employers who want to strengthen their international skilled workers who are still fairly new to Germany should therefore consider how they could promote German language skills beyond the B2 language test they have passed, for example by funding further language courses.

- Here “Landleben Ambulanter Pflegedienst GbR” supports language training towards the C1 level; this measure is free of charge for the employees.

Make the rules of the game against racism transparent

In order to prevent arbitrariness, it makes sense to review existing guidelines, also with regard to racist and xenophobic manifestations. For example, in the case of team conflicts or conflicts with people in need of care and their relatives.

- Such incidents are to be reported immediately to the management. There is zero tolerance of racism and xenophobia in the company.
- The integration manager and the sponsor of the international skilled worker are also involved in conflict resolution.
- Basic anti-discriminatory structures are established in the company, for example in the form of guidelines against racism.
- The anonymous tool of regular staff surveys regarding racism or other discrimination in the workplace is also used for early detection and action.

11 Social participation

Why is social participation important?

The length of stay in Germany for internationally recruited care workers depends not only on the work situation, but also on their integration into the social fabric.

This is about understanding and living with our constitution, legal system and legal social order. It is about understanding the social

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To be able to follow and help shape the discourse in Germany, to be involved in everyday public life and to have the secure feeling of being welcome and belonging
It's about friendships, good neighbourhoods and connecting in the community and region.
Internationally recruiting companies can support their new employees in this.

Promoting socio-political participation

The employer can promote socio-political participation of internationally recruited care workers by providing information opportunities, among other things:

The Federal Government Commissioner for Migration, Refugees and Integration:

- <https://www.integrationsbeauftragte.de/ib-de>

The MV State Government Commissioner for Integration and Migration

- <https://www.regierung-mv.de/Landesregierung/sm/Soziales/Integration/>
- <https://willkommeninmv.de/>

Landleben Ambulanter Pflegedienst GbR" independently maintains networks with civil society organizations and arranges contacts. Furthermore, it networks with migrant (self-) organizations – such as the associations of internationally recruited care workers in Germany – as partners in the process of intercultural opening and diversity management.

Support services through the welcome Team and the integration manager

- Organization of cultural events, such as visits to museums, exhibitions, sports activities, etc.
- It is important that it is a joint experience (Germans and members of other nationalities).

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- Such content is included in the induction process or the training plan for all nurses in the team.

In this way, it also becomes visible to the internationally recruited care workers that their special situation and needs are perceived by the company at eye level.

12 Dealing with dismissal and poaching

When it comes to termination

Of course, the goal of a company that recruits care professionals internationally is to retain these persons as long as possible. Nevertheless, it will always happen that an internationally recruited person breaks off the ongoing process even before entering the country or in the first few months after entry.

International recruitment of care workers can be controlled, evaluated and regulated in the process and as a human resource strategy.

Landleben Ambulanter Pflegedienst GbR" evaluates international recruitment as a personnel strategy as follows:

How did the recruitment and integration process go in each individual case? What could have gone better?

What are the internal framework conditions?

How attractive is the employer really for nursing professionals coming from abroad - even after intensive recruitment and induction?

- Landleben Ambulanter Pflegedienst" is a cosmopolitan company in a rural area with a family atmosphere.
- The personal development of the employees is actively promoted and supported at "Landleben Ambulanter Pflegedienst GbR".

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Were expectations and opportunities clearly communicated and addressed?

- The integration manager regularly visits the new international experts in their area of assignment and actively requests feedback.

Were reasons for termination disclosed by the international professional?

- Discussions take place to evaluate the motivations.
- The willingness of the "open door" is signaled. Former staff members are always welcome, even later.

Was the field of work attractive to the person recruited?

What career and remuneration opportunities are offered by the employer in the long term?

What do the infrastructural framework conditions look like?

- What connections to the public transport network, distances to the larger cities ...
- In the long term, "Landleben Ambulanter Pflegedienst GbR" will employ a steadily growing community of international professionals, primarily from the Philippines. The exchange and getting to know each other among colleagues is actively promoted, e.g. through joint activities.