



# **European Labour Mobility Support – *LAMOS EU***

**MODEL OF WORKING WITH PEOPLE INTERESTED IN  
TRANSNATIONAL LABOUR MOBILITY/ SUPPORT SCHEME  
BEFORE THE MOBILITY AND ASSISTANCE IS ADAPTATION  
IN ANY FOREIGN WORKPLACE**

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## Introduction

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The main aim of LAMOS EU project is to increase transnational employability by shaping and developing the system supporting the transnational labour mobility and adaptability of employees/workers/individuals in foreign/international environment with the active participation of companies, stakeholders and training providers. In addition, the project aims at:

- improving the transnational adaptability of the workforce,
- enhancing the competitiveness of small and medium-sized enterprises, through promoting the adaptability of enterprises and workers,
- increasing the availability of professional transnational career guidance,
- improving the capacity of advisors, and employment & recruitment agencies.

This document: *Model of working with people interested in transnational labour mobility* is one of the main project outputs. It presents a support scheme for an individual/employee moving abroad for work before and during the mobility from the stage of intention to the adaptation in a foreign country and workplace. The model describes the sequence of support phases for the citizens of the European Union/ European Economic Area migrating within these European communities. Thus, it should be stressed that the aim of this framework is not to support African and The Middle East immigrants and asylum seekers who have recently influxed Europe. The model can inspire the professionals/ experts on how to work with these groups in the community though. This model is a guide for career advisors and institutional actors such as public and non-public employment services, job agencies, employment agencies, enterprises assigning employees to work abroad and accepting foreign workers, institutions rendering training and development services and other entities supporting labour market institutions (business environment institutions, academic career offices, school career centres, non-governmental organisations, provincial centres of information, organisations of compatriots of the employee, religious organisations, diasporas, etc.). It has been designed to combine the efforts of these various actors working with any travelling employee/individual in the frame of the transnational labour mobility. What is undeniable is the fact that a single institution is not able to offer such a complex support to a labour migrant. A crucial aspect of this model is to induce cooperation of all these institutions so that the workload and expenditures are distributed amongst multiple entities and as a result a client receives a complex and professional support.

The model is a guide for those working with an individual/employee moving abroad for work on the basis of the developed project outputs, i.e. *ICT Tool for assessment of capability and readiness for transnational labour mobility* and *Programme Toolkit*.

This document consists of 4 main chapters:

- I. Basics of transnational career counselling
- II. Model of transnational career counselling in terms of transnational labour mobility
- III. Tools and principles in the work of counsellor within transnational career counselling
- IV. Tips for an employer of how to support a new employee from another country



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## Chapter I. Basics of Transnational Career Counselling

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Rapid changes taking place in the education system and on the labour market in Europe in the last few years as well as the globalization and development of information technologies require the introduction of principal changes when it comes to professional counselling and career counselling services rendered by various institutions. With the European Union's open labour market, high mobility of citizens and enterprises and the blurring of national and cultural frontiers, it becomes an important objective for the job counselling system to prepare young people, unemployed and workers to take up employment not only on the national market but also transnationally.

Globalisation and transnationalisation (development of international organisations) strongly influence the labour market and enforce planning and execution of professional career in the international and intercultural context. Development of the European labour market and staff exchange between individual member states entailing the levelling of differences between individual regions of the European Union is also material. Additionally, the development of global, international organisations results in a need for employee preparation to work in a foreign country, different cultural environment and social security system.

Mobility brings about many benefits for migrants: it creates conditions promoting the participation in another culture (improvement of intercultural competencies, foreign language skills, development of openness and flexibility), offers a new capital for the career and creates a new type of entrepreneurship. However, on the other hand, international migration negatively influences the individual identity (Bańka, 2006).

Transnational career counselling goes beyond the country borders and refers to services rendered to individuals temporarily working on a foreign labour market or planning to go beyond the borders of their home country to work there, temporarily or permanently, and responds to the contemporary labour market. Transnational counselling is a form of counselling focused on the support and promotion of careerism on the European and global scale (Neault, 2005). Transnational career counselling focuses on positive aspects of intercultural differences as a development opportunity for the client and "appears as a set of proactively pursued actions focusing on the prevention, intervention and promotion of desirable attitudes and competencies from the perspective of the transnational adaptation. This model resembles the already known transnational staff marketing and fits into the ideological trend of Europe's

political integration where the synthetic European identity is searched” (Bańka, 2017, p. 25).

## 1.1 Goals of transnational career counselling

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Basic goals of the transnational career counselling:

- Help to identify aptitudes (potential) for the international labour migration and develop self-criticism as regards one’s ability to cope with the open world. It is about replacing the wishful thinking with critical thinking and good will with proactivity.
- Interventional and preventive help to those going abroad to overcome problems relating to stigmatization of migrants. It is about the support in the development of the client’s identity in a new culture, in the context of the we-they categorization.
- Promote an attitude preventing the client’s isolationism – building openness to new situations, culture and tradition in agreement with one’s own identity and value system.
- Prepare for the conditions of the hosting country to meet its requirements.
- Offer reliable information about the labour market and educational possibilities in a country where a client plans to work and the country he is moving to.
- Support to individuals experiencing problems in a foreign labour market (Bańka, 2006, p. 34).

## 1.2. Labour migrant’s profile

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Motives underlying taking up employment abroad can be categorized in two main groups: the natural disposition towards new experiences abroad (labour Odysseuses) and the lack of employment perspectives and the willingness to avoid poverty (labour nomads). Bańka (2017, p. 18-19) mentions a few types of labour migrants:

- “Professional family expat” – educated workers from higher social classes, related to international corporations, for whom a high prestige of the international employment is important.
- “Labour Odysseus” – a nomadic worker focused on taking advantage of the foreign employment as a springboard towards the life and professional career (well-educated professionals).
- “Voluntary nomadic worker” – most frequently a young university graduate searching for luck internationally and in a career without borders. Such a worker does not demonstrate an excessive professional attachment and is open to the career without borders, i.e. also in areas not related to the educational attainment and gained skills.
- “Involuntary or desperate nomadic worker” – individuals in a deadlock situation and, because of that, focusing on securing their personal and family existential needs through migration. This type does not demonstrate any attachment to the profession or any ambition to perform jobs offering the career capital – only the job, wage and employment count.
- “International settler” – individuals oriented on the building of their identities through the consumption of culture. This type is close to the bohemia not attached to any profession and not striving to assimilate in a society.
- “International assimilator settler” – enfranchises the lifestyle of the hosting country by entering its social structure with the mediation of the spouse. The detachment of an individual identity from the national identity is characteristic for this group of migrants.

Szymańska, Ułasiński and Bieńkowska (2012) propose an interesting typology of labour migrants:

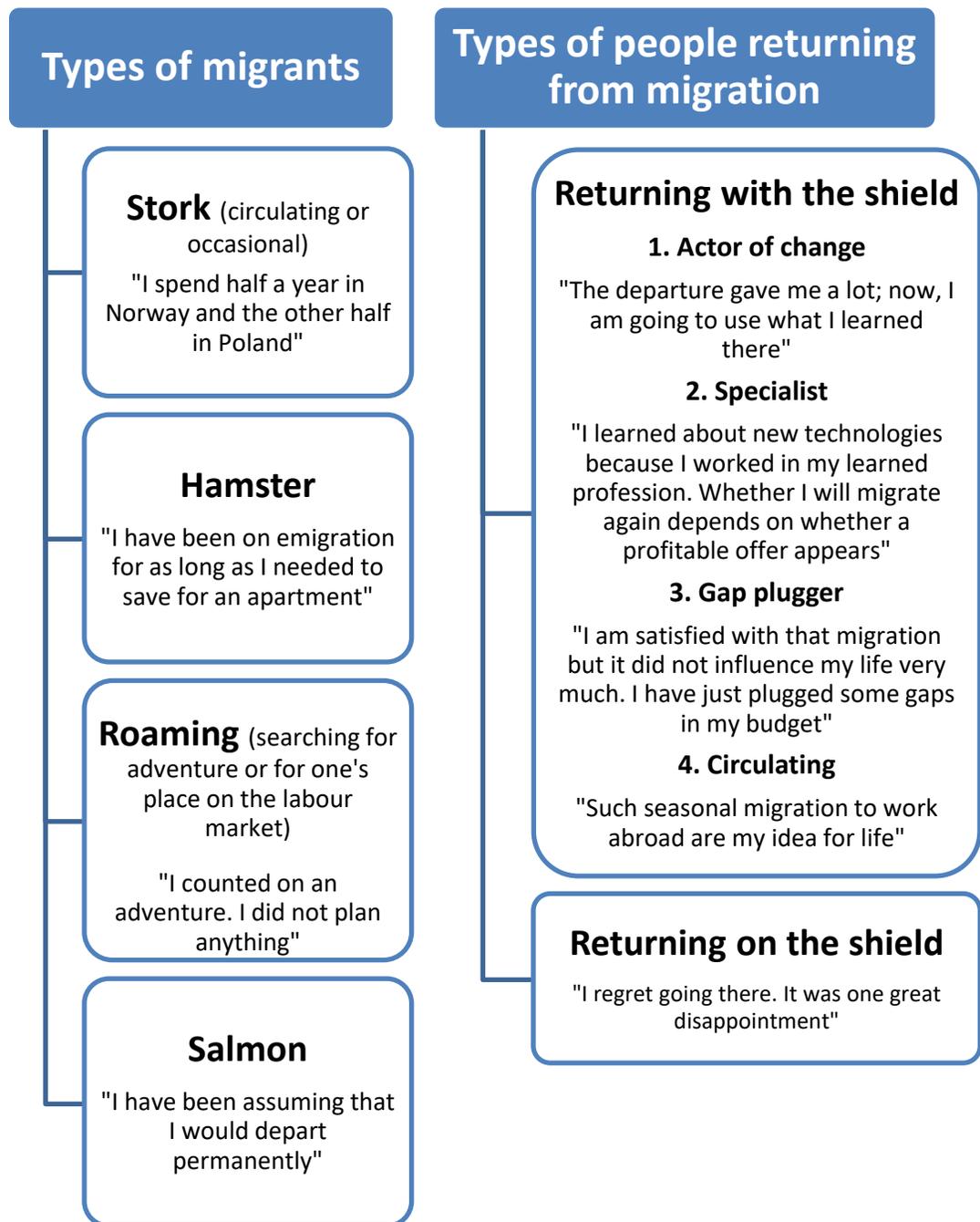


Fig. 1. Typology of labour migrants' behaviour (after: Szymańska, Ułasiński, Bieńkowska, 2012, p. 43)

The above-mentioned proposal is partly based on the typology developed by the team from the Centre for Research on Nationalism, Ethnicity and Multiculturalism at the University of Surrey. That team suggested four groups of migrants: storks, hamsters, roamers and salmons – they differ with their plans and goals of migration they have at the moment of their departure, the approach to saving, the opinion about the possibilities of career development abroad. The second part of the typology refers to the migrants' behaviour after the return to the home country: the group of those returning "with the shield" (various types depending on the way in which they use the capital collected abroad and their migration plans) and the group of those returning "on the shield".

Summing up, the transnational career counselling is supposed to support migrants to other countries considering their motivations and specificities. An individual approach to the clients and a detailed diagnosis of their needs and expectations from the counselling process is of key importance.



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## Chapter II. Model of Transnational Career Counselling

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The suggested Transnational Career Counselling Model covers end-to-end activities from the client (the employee, the unemployed) making a decision to go abroad to work and preparing that client for such a step in the country of origin, to the support in taking up a job in a foreign country (adaptation), to the potential return into the labour market of their home country. The purpose of the suggested solution is to thoroughly prepare the employee to work abroad so that the employee is ready to face a range of challenges and can enter the foreign labour market and deal with occurring problems. Therefore, it is about increasing the feeling of satisfaction from working and staying abroad and avoiding an early termination of employment and return to the country of origin.

The Transnational Career Counselling Model is addressed to various institutions and their representatives supporting individuals taking up jobs beyond their countries of origin. The Model is also geared at unemployed and employees going to another country to work.

The Model is a comprehensive and effective program for the support of individuals in the transnational career counselling and fills the related gap. It is because there are no end-to-end solutions supporting the labour migration in the European Union/European Economic Area from the decision-making moment on going for work abroad to the return and re-adaptation to the home country labour market, which is frequently neglected.

### 2.1. Description of particular stages of the Model of Transnational Career Counselling

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The scheme of the Transnational Career Counselling Model is presented below. The basic assumption of the Model is the professional support at each of its stages from the preparation to go abroad to work to the re-adaptation in the country of origin after the return from the labour migration.

**The Model consists of four stages:**

**IN THE COUNTRY OF ORIGIN:**

Stage 1. Travel preparation

**ABROAD:**

Stage 2. Employee adaptation

Stage 3. Preparation for the return from the labour migration

**IN THE COUNTRY OF ORIGIN:**

Stage 4. Adaptation to the home labour market

The first and the fourth stage take place in the client's home country while stages two and three take place abroad, in the country where the client took up employment or is working on foreign assignment.

Stages three and four (preparation for the return and re-adaptation to the home labour market) are optional. Not every employee will be interested in returning. These stages, even though they are often omitted, will also be of importance for employees assigned to work abroad for a certain period. In the light of the comprehensive nature of the Model, these activities were taken into account as they are equally important as stages one and two when it comes to support for economic migrants.

The Model of Transnational Career Counselling can be implemented in whole or in part as it is also possible to conduct its selected elements (stages). An appropriate selection of forms of support adequate to the situation and needs of the client is of key importance. Hence, it is crucial for people working with this Model to conduct a detailed client needs assessment in each of the four phases. The client needs and expectations can change over time and might be different during planning and decision making of moving abroad for work. A counsellor should select the right methods and working tools, taking into account both the assessment results and home and host country specific factors.

It should also be noted that the Model describes methodology to support a person moving abroad for work and as such it does not directly refer to family's experience of migration. In such a case, the issue of family members' migration should also be taken into account through e.g. engagement of other institutions and professionalists who could provide support to the spouse and children of labour migrant, both before the mobility and upon arrival to foreign country or even after the return to the home country.



Stage 1. Preparation for departure in the country of origin:

- departure conditions/formalities
- diagnosis of competencies material in transnational professional mobility
- career counselling/ job agency
- individual plan of transnational professional mobility
- mentoring/ coaching/ psychological support
- training (among others, competencies supporting mobility, cultural adaptation, foreign country specificity, etc.)



Stage 2. Worker's adaptation abroad:

- adaptation in a new workplace
- job instructions/ mentoring/ coaching/ psychological support
- training (vocational, language, related to the specificity of the country, etc.)
- worker's development path abroad



Stage 3. Preparation for the return from labour emigration:

- formalities related to the finalisation of the employment contract/ secondment
- career counselling/ job agency



Stage 4. Adaptation to the native labour market in the country of origin:

- career counselling/ job agency
- adaptation to the native labour/cultural environment (to changes that occurred during the stay abroad)
- training (vocational, related to the specificity of the labour market, etc.)
- psychological support

## 2.2. Main actors and their roles in supporting and facilitating the transnational labour mobility

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The following institutions can be committed to the realization of the Model of Transnational Career Counselling and aid to an individual going abroad to work:

- Public (e.g. EURES) and non-public employment services
- Job agencies, employment agencies
- Firms and enterprises assigning employees to work abroad and accepting foreign workers
- Institutions rendering training and development services
- Other entities supporting labour market institutions (business environment institutions, academic career offices, school career centres, non-governmental organisations, provincial centres of information, organisations of compatriots of the employee, religious organisations, diasporas, etc.)

Due to the specificity of member states of the European Union / European Economic Area, above-mentioned institutions do not comprise a closed catalogue; they are only a certain example of entities that can execute the Model. Considering various legal solutions related to the labour markets of various member states, the Model can be implemented by all institutions, organisations and entities supporting individuals taking up employment in another member state.

Even though the structure and the organization of **public and non-public employment services** in individual EU/EEA member states vary, their objectives are similar. Their main purpose is to study and analyse the labour market and support the unemployed willing to take up employment, offer the information about the labour market (professional activation, offering career counselling and job matching). They can implement the suggested Model of Transnational Career Counselling according to their legal conditions.

The EURES network (EUROpean Employment Services established by the European Commission in 1993) will play a particularly important role in the implementation of the Model as its purpose is to facilitate the free movement of workers among 28 member states of the European Union and Switzerland, Iceland, Liechtenstein and Norway by:

- Supporting the mobility of workers on the European labour market;

- International job matching on behalf of employers and the unemployed and individuals searching for jobs;
- Informing about living and working conditions and the economic situations in EU/EEA countries;
- Offering practical guidelines on the safe migration to another country in order to take up employment.

EURES partners give information, render recruitment and job matching services for employers and individuals searching for employment while national and European coordination agencies supervise the organization of activities on the European and national levels respectively. The EURES network also has an important role to play in the transmission of specific information and rendering of job matching services for employers and workers in European cross-border regions.<sup>1</sup> The Model of Transnational Career Counselling and especially its first stage matches the above-mentioned objectives of EURES perfectly.

In addition to public and non-public employment services, **job agencies and employment agencies** matching workers and foreign employers are main addressees of the suggested Model. Agencies search for appropriate workers for their clients, i.e. employers. Agencies for individuals searching for employment render job matching services (e.g. acquisition and dissemination of job offers, the analysis and information about changes on the labour market, initiation of the employee's contact with the employer, directing individuals to employment) and job counselling (e.g. support with regard to the choice of profession and place of employment, career decision-making processes, activation in the search for employment). The implementation of the first stage of the Model of Transnational Career Counselling will constitute a special task of the job/employment agencies directing clients to jobs abroad.

**Client advisors** (career advisors, professional advisors, job agents, EURES consultants) working in public and non-public employment services and job/employment agencies for the benefit of the transnational labour migration are basic executors of the first stage (Preparation for departure in the country of origin) of the proposed Model of Transnational Career Counselling. Additionally, client advisors from public and non-public employment services will play an important role in the realization

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<sup>1</sup> <https://ec.europa.eu/eures/public/pl/eures-services>

of the third (Preparation for the return from labour migration abroad) and fourth stage of the Model (Adaptation on the native labour market in the country of origin).

At the first stage of realization of the Model, objectives of the client advisor offering support to an individual interested in being employed abroad include:

- diagnosis of the client's needs and expectations;
- diagnosis of competencies promoting transnational labour migration (LAMOS method) and an analysis of the client's strengths and weaknesses (personality traits, competencies, qualifications, etc.) and costs and opportunities related to work performance abroad;
- informing about job offers on the European labour market, current trends in individual countries/regions/sectors/industries;
- informing about practical, legal and administrative matters related to mobility and about possible problems and suggested solutions;
- information about living and working conditions (e.g. renting an apartment, enrolling children to school, tax matters, costs of living, healthcare, social regulations, comparison of qualifications, diploma validation, etc.) in the country to which the client moves;
- diagnosis of development and training needs related to the departure to work abroad;
- development of an individual plan of transnational professional mobility and the support of its realization.

Above-mentioned activities are of key importance for the further effective operation of an employee on a foreign labour market. It is importance for the clients to be aware of their competencies promoting mobility as well as difficulties and problems potentially appearing while working abroad. At the first stage taking place in the home country before the departure, the client should prepare himself for all the unfavourable and unexpected circumstances and complete the required formalities. At this stage, the client can also realise that taking a job abroad is not for him/her and resign from further cooperation with the advisor (such a situation shall be perceived as success in the advisor's work).

Developing an individual plan of transnational professional mobility with the client is an important component of that stage. The plan contains the client's conditions promoting transnational professional mobility and activities (completion of formalities, training and other forms of development, etc.) that the client should carry out in the country of origin before going abroad to work. The advisor's role is to accompany and, if

necessary, offer professional support to the client as regards the implementation of the client's transnational professional mobility.

Client advisors (EURES advisors, advisors from non-public employment services) can also offer support in the form of professional training and job agency at the third stage of implementation of the Model of Transnational Career Counselling – Preparation for the return from economic emigration. After the client decides to give up on his job in foreign environment and return to the home country, it is also worth to analyse possibilities of employment and job offers on the native labour market.

Client advisors from public and non-public employment services will play an important role in providing support to an employee on the native labour market after the return from abroad. Problems that the client can face at this stage will depend on the duration of the stay abroad and also on the dynamics of changes taking place on the labour market.

At the fourth stage of realization of the Model of Transnational Career Counselling (Adaptation to the native labour market in the country of origin), the role of the client advisor offering support to the individual who returned from abroad to the native labour market involves:

- diagnosis of the client's needs and expectations;
- identification of the distance from the native labour market;
- adaptation to the native labour/cultural environment (to changes that occurred during the stay abroad);
- analysis of the client's strengths and weaknesses (personality traits, competencies, qualifications, etc.) considering the experience and competencies gained while working abroad;
- information about current job offers;
- diagnosis of development and training needs;
- development of an individual action plan and the support of its realization.

Adaptation to existing changes on the labour market and cultural changes in the home country is a key component of the support for the client returning from abroad. Developing an individual action plan aimed at the taking up of employment is also important.

The Model of Transnational Career Counselling can also be implemented by **firms and enterprises** seconding an employee to another state (e.g. to its foreign branch). It

should guarantee appropriate training and advisory support to the employee before the departure.

Additionally, the enterprise hosting an employee from another country also plays an important role; it is material to carry out an adaptation process and introduce the employee to the company and the foreign culture. It is important for the firm to delegate a person responsible for the adaptation of an employee from another country (HR department employee, department/shift manager, an experienced worker) with intercultural sensitivity, good people skills and relationship building as well as knowledge of professional development topics.

At the second stage of the realization of the Model (Adaptation of an employee abroad), the role of the firm's representative introducing an employee from abroad involves:

- diagnosis of the client's needs and expectations;
- support in the completion of formalities related to taking up employment and foreign residence;
- support in the adaptation of the employee on a new job position and getting acquainted with the specificity of the firm (organizational structure, history, mission and goals of the firm, clients and suppliers, offered services/products, work regulation, requirements of the position and key duties, social packages offered to employees, strategies for the arrangement of holidays and procedure related to sick leaves, training offered to employees, career development paths, contact data of individual departments and individuals in the firm, criteria of the periodical employee assessment, motivation system, etc.);
- organization/execution of the toolbox talks in the workplace (communication of professional duties, on-the-job training, mentoring);
- familiarization with the culture of the country;
- diagnosis of training and development needs;
- organization/delegation of the employee to professional, language or adaptation training related to the culture of the country in which the employee works, related to the labour law, etc.
- organisation of other forms of support: coaching, psychological support, etc.
- working out the employee's development path.

Above-mentioned forms of employee support should be adapted to the needs and expectations of the employee and to the specificity of the firm.

A corporate representative also takes part in the execution of the third stage of the Model – Preparation for the return from economic emigration. At this stage, the objectives include:

- diagnosis of the client's needs and expectations;
- support for the employee in the completion of formalities related to the finalisation of employment abroad;
- summarizing the employment in the firm – acquired competences, professional experience and the issue of references.

It is the objective of **institutions rendering training and development services** to properly prepare the employee for the employment abroad and the employee adaptation in a new workplace as well as re-adaptation after the return from the labour migration; training institutions will be committed at three stages of the implementation of the Model of Transnational Career Counselling.

Depending on the diagnosed client's development needs, the client can take part in the following training before the departure:

- focusing on the development of aptitudes promoting transnational professional mobility (adaptability, the sense of self-effectiveness, perseverance, communication, optimism, emotional stability, openness, intercultural awareness);
- relating to legal, administrative, cultural etc. specificities of the country to which the clients moves;
- vocational training preparing one for the selected foreign job;
- language courses.

Additionally, the client can take advantage of other forms of personal and career development at the first stage of implementation of the Model:

- mentoring (support of a person with working experience in the country to which the client moves);
- coaching (support in the attainment of personal and vocational goals related to labour migration) and/or
- psychological support (work on limitations hindering transnational professional mobility).

At the second stage of the implementation of the Model, institutions rendering training and development services can suggest the following forms of support:

- on-the-job training (position tutoring);
- vocational training related to the position occupied;
- training related to the specificity of the country in which the client works (cultural, legal, administrative etc. conditions);
- language courses;
- coaching;
- psychological support.

The following forms of training and development can be offered at the fourth and last stage of realization of the Model:

- vocational training adapted to current expectations of employers on the native labour market;
- training as regards methods of active job searching;
- psychological support (aid in re-adaptation).

**Other entities** (business environment institutions, academic career offices, school career centres, non-governmental organisations, provincial centres of information, organisations of compatriots of the employee, religious organisations, diasporas, etc.) can also support individuals planning to work abroad or workers already employed in another state in line with their goals and mandates, and commit to the realization of the Model of Transnational Career Counselling. For instance such support can involve the presentation of a catalogue of earning opportunities abroad, information about the European labour market, familiarisation with the specificity of another country or, after the departure: social integration, cultural and language adaptation, legal aid, help related to accommodation, etc.

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## Chapter III. Tools and Principles in the Work of Counsellor within Transnational Career Counselling

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The chapter contains a description of tools that the client advisor (career advisor, vocational advisor, job agent, EURES advisor) can use while working with an individual intending to work abroad (among other things, vocational interview and counselling conversation, Individual Transnational Vocational Mobility Plan).

The tools supporting the counsellor's work were also developed as a part of the European Labour Mobility Support – LAMOS EU project: an electronic psychometric tool to diagnose the readiness for departure to work abroad, training program preparing for the taking up of employment beyond the borders of one's country. Terms of the cooperation between the advisor and the client departing to work and difficulties related to various client groups were also described. Additionally, key factors to be discussed in the counselling process were also mentioned.

### 3.1. Principles of working with clients going abroad for work

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The beginning of the work with the client should be devoted to the client preparation for the counselling process and the establishment of mutual relations. The advisor of the client (career advisor, vocational advisor, job agent, EURES advisor) should take care to build a sense of trust and security. The advisor and the client should have an opportunity to get to know each other better during their first meeting. The client should be able to express his expectations and needs towards the advisor and the entire counselling process and implementation of the Transnational Career Counselling Model. It is important to assign sufficient time for the discussion according to the needs of both parties to the counselling process. Counselling meetings should be private and it is worthwhile to conclude a contract with the client, including a list of rules in force during the counselling process.

The contract should contain: the confidentiality clause, description of the cooperation terms, the form ("face to face" meetings, phone calls, e-mail, Skype) and the frequency of meetings as well as the quantity, duration and location of such meetings. It is also worthwhile to include terms of cancellation / postponement of meetings (potential resignation of the client from the cooperation with the advisor), payment for the counselling service and the advisor's and client's duties. The goal(s) that the client wants to attain in connection with the advisor's services and the client's plans involving transnational labour migration are the key information to be included in the contract.

In addition to competencies of key importance to the career counselling, the advisor to the client (career advisor, vocational advisor, job agent, EURES advisor) working on the basis of the Transnational Career Counselling Model should have knowledge of the specifics of the European labour market (specific member states), legal aspects of the commencement of employment and living in other states, legal

systems in force in individual EU/EEA countries (e.g. education system, taxes, social security system, healthcare, etc.), customs, culture and also be aware of the costs and profits (psychological, economic and social) related to transnational migration.

The basic role of the advisor is to prepare the client for all circumstances and difficulties potentially arising during the stay abroad and also to support the development and implementation of an individual Professional Transnational Mobility Plan (at the first stage of implementation of the Model). It also seems critical to make the client aware of his aptitudes and level of preparation for labour migration as well as to adjust the client's visions and expectations related to going abroad. Therefore, it is an important task of the advisor to help expand the client's perspective and awareness regarding transnational labour migration. Detailed duties of the advisor when it comes to the implementation of individual stages of the Transnational Career Counselling Model are described in chapter III.

The closure of the counselling process is also worth addressing. The client and the advisor should jointly evaluate the counselling process. At the meetings closing individual stages of implementation of the Model, analyse the quality of the counselling process and, in particular, its effects and the degree of attainment of goals defined at the beginning. The evaluation of the form in which the counselling is offered is also important. Such conclusions can be a basis for further work for the client and for the advisor's professional development. The advisor should take care for the client to feel the benefit and strengthening of his further actions focused on the taking up of a job abroad, cope with professional problems better and be able to plan further development activities.

### 3.2. Career interview and counselling with the client at the stage of preparation for the transnational labour migration

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While conducting the career interview and counselling, important and key topics have to be tackled for the client to be able to prepare successfully for the labour migration and, eventually, effectively operate in a new workplace.

The first, initial meeting(s) should take place in an atmosphere of safety and confidentiality. Things worth asking at that meeting:

- What encouraged you to take advantage of the counselling services?
- What effects of our meetings do you expect? What are your expectations?

At the first stage of the counselling process, one has to conduct a detailed career interview – a diagnosis of the client’s qualifications and competencies and professional experience in reference to the planned labour migration. The following questions can be used in addition to the analysis of the documentation:

- What is your educational attainment? What schools did you graduate from? What diplomas do you have to confirm your professional qualifications?
- Do you have any language certificates (which ones)?
- What courses and training did you complete? How long did individual courses and training last?
- What are you good at? What are your skills? What are you a master of?
- Please describe your employment history. What companies have you worked for? On what positions? What was your scope of duties? How many years have you been employed?
- Which of your qualifications, competencies and skills are particularly valuable from the perspective of the planned labour migration?
- What qualifications and competencies does your foreign employer expect of you? Which of your qualifications and competencies will be particularly important in a foreign job position? To what degree is your educational attainment adequate to the planned future employment abroad? What educational actions should you take before going abroad for work to improve the chance for success?
- The participation in what training will allow you to prepare for the foreign labour market (specificity of the country, cultural differences, etc.)?

Another important component consists of the conversation about the client’s family situation, emotional costs related to the separation with the family or the client’s family moving to another state.

- What is your family situation? Do you have children? Do you tend to any of your family members? If you do, what do you think about the chances to reconcile your existing duties with the departure abroad for work?
- What do your relatives think about your plans to go abroad for work?
- What is your perception of the possibility to reconcile your professional role with the family role during the labour migration?

- What opportunities and threats related to going abroad for work can you see for your family?
- What professional perspectives does your spouse have on the foreign labour market? (if the client's family is departing as well).
- Which of your family members can support you during the labour migration and how these persons can help you?

The client's interests, values, strengths and weaknesses, health are also worth analysing while working with the client in the context of his/her transnational labour mobility:

- What are your hobbies and interests? How do you spend your free time? What do you like doing? What are your passions? What are your talents?
- What is important for you in your life? What values guide you? What are the guiding principles in your life?
- What personality traits would you ascribe to yourself? What kind of person are you?
- What is your health status?
- What are your strengths? What are your weaknesses? What do you like in yourself? What would you like to change in yourself?
- Which of the resources you have mentioned promote labour migration?

After the analysis of the client's resources, one should discuss expectations related to the taking up of employment abroad. A significant component consists of the analysis of the specificity of the foreign employer, its conditions, requirements, nature of the job, etc.:

- What kind of employment do you intend to take up abroad? In which country? On what position? What terms have been offered to you? (if the client has no specific job offer actions related to job agency should be taken).
- For what reasons do you want to work beyond your country? What encouraged you to take up labour migration? What is the main reason for you going abroad for work?
- What are your expectations related to going abroad for work? What benefits do you expect in connection with the planned work?

- What difficulties related to labour migration can materialize? What obstacles can you face? What are your concerns related to the departure? What possibilities of their solving, overcoming or minimizing can you see?
- What is most difficult for you in connection with the planned labour migration? What are your concerns? How can you cope with them?

After the in-depth diagnosis of the client's situation, an analysis of problems and difficulties that can appear in the context of transnational labour migration has to be undertaken with the client. One should also tackle formal matters related to the departure abroad for work (accommodation, children education, health insurance, language learning possibilities, rules of the banking system, labour law specificity, etc.).

The counselling process should end with the planning of specific actions that the client should take before leaving the home country and having arrived at the country where he/she will take up a new job. Motivating the client to implement that plan, accompanying and supporting him/her in the course of such actions can also be material.

### 3.3. Guidance in Social and employment integration

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Leaving one's home country to live in a new state can be a difficult experience. It entails new administrative procedures, meeting new people and, perhaps, learning a new language. Social and professional integration in a new country is the key challenge for a person going abroad, the key success factor of transnational labour mobility. At the first stage of the Model implementation (Preparation for departure in the country of origin), the advisor's role is to prepare the client and analyse practical aspects related to the work and stay in a new state with the client.

Appropriate governmental and regional services supporting the social and professional integration of foreigners exist in each EU country. EURES (EUROpean Employment Services) is the most popular European network supporting the mobility of workers, offering services of an EU job agency and the information about living and working conditions in EU and EFTA member states. An advisor working with a client interested in labour migration can use EURES resources available under the following address: <https://ec.europa.eu/eures/public/en/homepage>. It is also worth remembering that the authorization of certain official documents from the country of origin (e.g. birth or marriage certificate, school transcripts, etc.) very often requires an additional

authentication in the form of Apostille. The Apostille is attached to original document to verify it is legitimate and authentic so it will be accepted in one of the other countries who are members of the Hague Apostille Convention.

Knowledge of the language of the country to which a person moves for work is one of the most important issues. The new employer will require certain knowledge of the local language. One should consider taking part in a language course before the departure even if knowledge of the local language is not required for the selected job. There is no doubt that insufficient knowledge of the language and culture of the new work and life location will influence the satisfaction and the sense of security.

In the course of the counselling process, the advisor working with a person planning labour emigration should note a few important formal and administrative issues that should be analysed at the stage of the preparation for mobility and its execution. When deciding to move, the accommodation in the target country is the principal issue. One's expectations and financial capabilities are worth detailing. In certain cases, the new employer can offer accommodation to the arriving worker. When analysing housing offers, the advisor should make the client aware of the need to be careful and reject offers that seem suspicious for any reason. It is necessary due to the cases of human trafficking or bonded labour. If the client needs to search for the accommodation, analyse various ways and possibilities to use web portals or local property agents.

If the client opts for labour migration with the family the advisor shall also discuss the system of education and childcare in the target country. The departure with younger children entails the need to find a school or a kindergarten in the new country. The selection of such an institution is material to ensure the sense of safety and the prompt integration of the family with the new environment. One should also check the requirements of the education system in the target state and compile necessary documents from the institution in the country of origin. It is worthwhile to give some thought to the date of the move to a new state so that the children can start their education in the school system at the most convenient time, e.g. at the beginning of a new schoolyear. The client should also be informed about daily life issues, i.e. shopping, local transport or management of time off. Depending on the expectations and financial capabilities, the client can consider purchasing of a car. In this case, the advisor should help the client analyse formalities and requirements related to the purchase as well as the obligatory insurance in the target country.

Contact with compatriots living in the country to which the client is going is a very important aspect influencing the successful integration and adaptation in a new country. Sources of the information include embassies, websites, social media, local

organisations and associations, parishes and churches. The advisor should also discuss these topics.

The advisor should mention the need to check the social security and health insurance system in the target country to the client. All EU and EEA (European Economic Area) combines the countries of the European Union (EU) and member countries of the European Free Trade Association (EFTA)) citizens are equally entitled to social security benefits related to an employment contract in the target country. Social security covers sick leaves and maternity leaves, unemployment benefits and family allowances, benefits related to accidents at work and professional diseases, disability and retirement pensions. Before the departure, one should contact a social security institution in the country of origin to obtain the necessary information and required EU forms. Additionally, one has to remember about the European Health Insurance Card. The Card is available free of charge to all citizens of the EU, EEA and Switzerland. Thanks to the Card, all EU citizens have the same access to the public healthcare (medical practitioners, pharmacies, hospitals) as citizens of the country in which they stay. Nonetheless, in the case of a long stay abroad this card may not be sufficient. Thus, one should apply for the national health insurance after the arrival to a new country. Travel medical insurance is also important consideration.

Knowledge of the monetary and banking system in the target country is another topic worth remembering when working with a person planning labour migration. The client will have to open a bank account after the arrival. Taking into consideration such topics at the stage of the preparation for professional mobility will make it possible for the client to get formally prepared and look at various offers and possibilities. When taking up employment in another country, one should also learn about the tax system. European countries have concluded bilateral agreements to prevent the double taxation of their citizens by virtue of the same activity or income generated in another EU country. The client should contact competent authorities in the country of origin for advice related to his situation.

Another material topic to be discussed by the advisor while the client is looking for a job abroad is recognition of the educational attainment in the target country and the verification of requirements in force for the relevant profession; certain employers can require specific diplomas, certificates or other qualifications. People going abroad who have not found an employer need to prepare themselves for the search for employment. It is the advisor's role to support the client in the preparation of application documents and passing the interview. While the client is getting ready for the departure, he/she and the advisor should discuss topics related to working conditions and wages, working time, privileges or requirements related to the safety and

occupational health in the workplace. It is worthwhile to mention it to the client especially when the employer is known beforehand as it will facilitate the adaptation process abroad. It is also the advisor's role to mention dangers related to the departure abroad. The advisor should analyse individual dangers with the client, e.g. an unfair employer, bonded labour, substandard working conditions and accommodation, etc. The advisor should direct the client's attention to dangerous contractual provisions and things that the client should remember for his safety, e.g. ongoing contact with the family in the country of origin. The client certainly should not give his passport to the employer. When considering employment issues, an advisor can not forget that future entrepreneurs may also be among those deciding on transnational labour mobility. The advisor has to be prepared to work with such clients as well. The decision to start one's own business is usually made after some time spent in the new state. In that case, the related counselling takes place in the target country. If a client expresses an interest in starting a business in the target country the advisor shall analyse requirements and restrictions related to the specific type of business activities.

### 3.4. The tool for assessment of readiness and capacity for transnational labour mobility - LAMOS

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The LAMOS electronic tool for the measurement of readiness for transnational professional mobility should be used at the first stage (Preparation for departure in the country of origin) of the implementation of the Model of Transnational Career Counselling. The tool is in the form of an electronic questionnaire and it is objective, standardized, accurate, reliable and normalized and, therefore, it meets the necessary psychometric requirements. It was created in line with the test development rules generally adopted in psychology.

The readiness for transnational professional mobility is understood as a set of skills, attitudes, personal traits and beliefs promoting the successful transnational labour migration.

The LAMOS tool is used for the measurement of eight dimensions material for transnational labour migration:

- Adaptability – the ability to adapt to new working conditions and to working abroad;

- Self-efficacy – faith in one’s ability to be successful, to organize and implement necessary activities to overcome future potential situations related to transnational professional mobility;
- Resilience/Persistence – the ability to sustain effort and to attain goals more effectively as well as the ability to carry out professional tasks effectively in a disadvantageous social situation or in stressful/highly disadvantageous conditions abroad;
- Communication – the ability to share the information with others effectively;
- Optimism – the belief that the best of all situations possible will occur abroad and the hope for it even if it is not likely; also the ability to have a positive attitude when attaining goals despite obstacles and failures;
- Emotional stability – the ability to remain balanced and calm under high pressure or in stressful conditions;
- Openness – an attitude to trying out new things, curiosity and openness to international professional mobility (new ideas, different cultures, new people, possibilities of employment abroad);
- Intercultural awareness – the ability to understand various cultural contexts and varied points of view.

The LAMOS tool is available from: <https://ict-tool.lamos-project.eu/>. The access to the tool is open for everyone and the test can be used for free. The tool automatically calculates results and generates a detailed report for the client, describing levels of individual dimensions of readiness for transnational labour migration. Results of individual respondents are referred to results of a group of people successfully working abroad; the gap between the obtained level and the desirable level is calculated on that basis. The test allows one to prepare properly and to plan development activities (closing the diagnosed gaps) before the departure to work abroad or to reevaluate and change plans (travel cancellation).

The obtained results are worth discussing with the client: how the client understands them, what their significance is for him/her, what the client learned about himself/herself on their basis and what conclusions can be drawn from that diagnosis. One has to remember that each test can be flawed. Obtained results are not undisputable or final. They can offer direction to the client as regards labour migration; however, there are also other important factors to be taken into account when deciding to go abroad for work (e.g. health, family situation, foreign language skills, situation on the labour market, etc.).

Results of the LAMOS test should be entered to the Individual Transnational Professional Mobility Plan and, depending on the level of individual dimensions of readiness for transnational professional mobility, one should plan the development path and preparations for the departure abroad for work with the client.

### 3.5. Training programs for preparation and adaptation of an employee/individual for transnational labour mobility

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Training programs and scenarios developed in the project should be used at the first stage (Preparation for departure in the country of origin) or second stage (Employee adaptation abroad) of the implementation of the Transnational Career Counselling Model. Each of the suggested training courses has two versions/paths: Mobility (first stage) and Adapt (second stage).

Training courses are aimed at the professional preparation of workers for transnational professional mobility in the country of origin before their departure abroad or after the arrival at a foreign country. Training programs and scenarios were developed according to the 80:20 model: 80% practice and 20% theory. Training materials were prepared separately for the trainer (theoretical introduction, program, training scenario – suggested exercises) and for a participant in the training.

Five training modules were prepared:

#### **I. Intercultural competence. Cultural Awareness.**

The purpose of the training is to prepare participants in the country of origin for the transnational mobility of workers before their departure to live and work abroad, in an EU country and culture not known to them before (Mobility) and their adaptation to the social life and integration in the workplace after the arrival at the target country (Adapt).

#### **II. Adaptability. Openness.**

The purpose of the training is to develop the ability to adapt to changes and unexpected situations in new conditions in a foreign workplace and to increase the sense of openness by accepting new roles, duties, ideas and cultures as well as to identify methods of balancing personal life and work in a new, foreign environment.

#### **III. Optimism. Emotional Stability.**

The main purpose of the suggested training path is to improve the ability to define feasible long-term goals and persist until they are attained as well as to continue to put much effort to attain the final goal and to develop the ability to cope with undesirable situations at work.

#### **IV. Communication**

The main purpose of the training is to develop the ability to communicate with the employer and co-workers in a clear, concise and effective manner and also to express one's opinion, judgments and beliefs with respect for oneself and others.

#### **V. Self- Efficacy. Persistence.**

The purpose of the suggested training path is to develop the ability to continue one's efforts and effectively attain goals as well as to fulfil professional duties abroad (in disadvantageous social situations) and to improve the sense of one's own effectiveness promoting the attainment of goals.

A detailed description of training paths and all training materials are contained in the Programme Toolkit.

### **3.6. Individual transnational labour mobility plan**

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The Individual Transnational Professional Mobility Plan (ITPMP) should be developed at the first stage (Preparation for departure in the country of origin) of the implementation of the Model of Transnational Career Counselling.

The first part of the Individual Transnational Professional Mobility Plan "Who am I?" contains the client's personal data and the information about his/her education and professional experience and family situation, which is an important factor in the case of the departure from the country of origin and has to be taken into account while working with the client. In the section describing education, one should mention all the schools/studies/postgraduate studies completed by the client and list his/her professions. In the next section, one should mention completed courses and training stating their titles and duration (number of hours). The client's history of employment has to be described in the section titled Professional experience characteristics (firm/organisation, position, scope of professional duties, and period of employment).

The analysis of such information and its combination with the planned start of work on a given position abroad should help to better prepare one for labour migration. It is worthwhile to include the information about the client's marital status, potential children and their age, duties with regard to relatives (e.g. necessary care for related disabled or elderly persons) and other important family conditions in the section describing the family situation. Such matters are should be discussed with the client in the context of emotional aspects associated with separation or, if one departs for work taking the family with him/her, about adaptation, emotions and stress of moving.

The second part of the ITPMP contains a description of the client's resources – levels of eight dimensions material for transnational labour migration, diagnosed with the use of the LAMOS test and the characteristics of skills, interests, values, health personality traits (strengths and weaknesses). To summarise that part, one has to list all the resources of the client promoting labour migration. The analysis of the client's values and their compliance with the specificity of transnational labour migration is particularly important here.

Another part titled “My departure to work abroad” contains a description of employment abroad that the client wants to take up: the country in which he/she will work, firm and position, reasons for which he/she wants to work beyond his/her country of origin, expected effects/benefits (tangible and intangible) of working abroad and expected barriers, difficulties, problems, critical points related to labour migration with their ways to solve (minimize) them as well as a description of what is most difficult for the client in the taking up of employment abroad. If the client has no specific foreign employer complete the “Firm (name, address, position – type of work planned)” section by entering methods (institutions) allowing the client find employment abroad and support the client in the search for employment beyond his/her country (job agency). A worthwhile effect of the work with the client would consist of a detailed specification of the workplace and position; return to the ITPMP then and add such information to the section. A detailed analysis of dangers and problems that can occur with regard to the taking up of employment in a foreign country and the planning of actions to prevent or minimize such difficulties are also important.

The fourth part of the Individual Transnational Professional Mobility Plan “My plan of preparation for departure to work abroad” is about planning of specific steps that the client should take in the country of origin before the departure. It is worthwhile to plan educational activities (training, coaching, mentoring, reading of books and industry magazines, etc.), psychological support (working on one's weaknesses, limitations, etc.) and activities related to the completion of formalities (official matters, compilation of

the necessary documentation, etc.). It is important for the planned actions to be very detailed. Additional information found in this section of the Plan refer to the specification of people and institutions able to support the client in the realization of planned goals and activities as well as questions which the client has to/wants to/should answer. It is worth to include here a list of institutions' addresses offering support services to labour migrants in the host country as well as addresses of institutions from home country of a person which can provide support to migrants staying abroad. Include questions (doubts, ambiguities) and answers here as soon as they can be found.

The last part of the ITPMP (My action plan after departure to work abroad) contains a list of goals to be attained after taking up employment abroad with a detailed description of actions – how will the goal be attained? Where? – in what places, institutions? and when? – scheduling.

At the end of the Individual Transnational Professional Mobility Plan, there is space left for the signatures of the client and the advisor supporting the client in the plan development procedure.

# INDIVIDUAL TRANSNATIONAL PROFESSIONAL MOBILITY PLAN

## I. Who am I?

Full name:
Age:
Marital status:
Years of professional experience:
Education (graduation year, name of the school/college, faculty/profile – profession(s)):
Completed courses and training (title, number of hours):
Professional experience characteristics (firm/organisation, position, scope of professional



duties, period of employment):

Family situation (marital status, children, duties towards relatives):

## II. My resources



<b>Levels of individual dimensions of readiness for transnational professional mobility (results obtained in the LAMOS test)</b>		
	Level	Gap
Adaptability	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Self-efficacy	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Resilience/Persistence	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Communication	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Optimism	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Emotional stability	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Openness	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Intercultural awareness	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10	
Skills:		
Interests:		
Values:		



Health	
Personality traits:	
Strengths:	Weaknesses:
Summary – resources supporting labour migration:	

### III. My departure to work abroad



Target country:	
Firm (firm, address, position – type of job planned):	
Motives of the planned departure to work abroad:	
Expected effects/benefits (tangible and intangible) of the departure to work abroad:	
Expected barriers, difficulties, problems,	Ways to minimize or solve them:



critical points related to labour migration:	
What is most difficult for me in taking up employment abroad:	

IV. My plan of preparation for the departure to work abroad





Questions I have to answer:

## V. My action plan after departure to work abroad



Goal	How? Where? When?

.....

(date)

.....

(client's signature)

.....

(date)

.....

(advisor's signature)

### 3.7. Problems and types of clients interested in transnational labour mobility

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Clients of the transnational career counselling can include employees and the unemployed, professionally inactive individuals who are considering the departure/decided to depart to work abroad or employed persons delegated by the employer to work in another country. Individuals considering the return from labour migration to the country of origin can also be willing to take advantage of services offered by the advisor.

The specificity of these four client groups will vary but each client type will have, e.g. a different attitude, motivation to migrate, current financial situation, educational attainment, qualifications, competence level, age, sense of the national identity (patriotism), family situation, value system, health, etc. Each of these factors can influence the success of the counselling process and the advisor should take it into account when planning counselling meetings.

When implementing the suggested Model and offering transnational career counselling, the advisor can face unique problems and types of clients working with whom may be difficult:

1. “This is too much for me” – a client with no aptitude for working abroad. His competence (qualification) level, limiting personal beliefs and attitude do not make coping with the requirements of the foreign labour market and an effective cultural adaptation possible despite the training. The advisor’s role when working with such a client is to expand the awareness and perspective on labour migration so that the client may come to the conclusion that migration plans are not a good solution in his/her professional career. The client drawing such conclusions should be treated as a success of the counselling process. It is important for the advisor to be delicate and empathetic in such a situation. If the problem is in the limiting beliefs and psychological issues the advisor can suggest psychological or psychotherapeutic help to the client.
2. “Refugee” – the client who avoids confrontation with problems in the country of origin (e.g. family problems, alimonies, conflicts with the law, financial liabilities, etc.) and decides to start anew in another country. The advisor’s role is to make the client aware of the consequences of unsolved problems and support the client in their clarification before the departure. Working with the client to put the past in order will also be an opportunity to develop competencies such as persistence and stress management. After that stage, one should take action to prepare the client for transnational labour migration.

3. “Idealist – fantasist” – a client who looks at the departure abroad through rose-tinted glasses, is unable to or does not want to see and prepare for potential difficulties and problems that can potentially arise. Such a client can be optimistic and full of enthusiasm but with no realistic assessment of the situation. The advisor’s role is to present the full vision of labour migration to the client, based on his/her positive attitude to the departure. It is important to present the real image of working abroad but not clip the client’s wings.
4. “You have to go” – a client delegated /forced by others (family, friends, employer, etc.) to go, with no internal motivation or belief in labour migration. The work with such a client will mainly focus on the support of the informed and voluntary decision regarding transnational labour migration by strengthening the client’s assertiveness and self-confidence. In the case of the employer’s order, an analysis of legal possibilities to refuse and, if there are no such possibilities, it is worthwhile to stress benefits resulting from the secondment.
5. “I leave my family” – the client who wants to go abroad for work and leave the wife/husband and children in the country of origin. The client can experience a strong internal conflict and emotional difficulties related to the planned separation with the family. The advisor’s role is to show psychological consequences for the client’s relationship (e.g. marriage) as a result of the separation and negative consequences for the relationship with children and their development. The support of the planning of actions alleviating such difficulties during the stay abroad is also important. Effects of the work with such a client can include giving up the departure or a decision to leave with the family.
6. “Flash in the pan” – a client who hastily decided to depart to work abroad. The advisor’s role is to offer support in the identification of all pros and cons of labour migration and to prepare the client for the making of an informed decision.

The advisor can encounter the following difficulties and problems of clients at the third and fourth stage of the implementation of the Model:

1. “Returning on the shield” – a client with a sense of failure after working in a foreign country (e.g. no employment found, lost a job, works beneath the expectations, failed to cope with the adaptation on a foreign labour market, experiences great difficulties due to the separation from the country of origin/family, etc.) who decided to return to the country of origin. The advisor’s role is to help the client settle all formalities related to the return (e.g.

- employment termination, settlement of bank issues, settlement with the tax office or the apartment owner, etc.). It is also important to sum up the stay and draw conclusions for the future as well as to list positive elements/experience related to the departure (e.g. gaining new competencies, language skills, etc.). Finally, the advisor should support the client's return to the domestic labour market; depending on the time spent abroad, it may be necessary to learn about the current situation on the labour market in the country of origin. It is also worthwhile to present job offers to the client and, if necessary, support the client in the preparation of application documents.
2. “Got in trouble and escaping” – a client escaping from problems in the country where he/she is/was working to another country or to the home country (e.g. a conflict with the law; incurred financial liabilities and is unable to repay them; conflicts with other people, etc.). As in the case of the “refugee” client, the advisor’s role is to support the client in coping with the problems and clarifying or accepting the consequences of his/her actions/decisions in line with the laws. Further stages of the cooperation with such a client will consist of the support in remaining on the labour market in the current country (an analysis of problem situations with conclusions drawn for the future) or the preparation for a potential employment in another country or in the country of origin.
  3. “I miss my family but the job is good here” – a client who cannot cope with the separation from the closest ones (wife/husband, children, etc.) and, in spite of the satisfaction with the current work, decides to return to the home country. This client experiences a strong internal conflict: work-home/family. An important role of the advisor is to support the client in the identification of benefits linked to the decision to return.
  4. “I still do not know the language and will not achieve anything more here” – a client who, despite a long-term stay abroad, is not fluent in the language of the country, which makes it difficult to find a better job or be promoted. Such a situation can result in dissatisfaction and frustration. The advisor’s role is to help with the development of an action plan to eliminate the diagnosed barriers and limitations of the client on the labour market.

Above-mentioned types of clients experiencing problems do not form a closed catalogue and do not exhaust the list of possible difficulties in the transnational career counselling work with clients. It is worth remembering that each client, with his/her unique history, experience and personality traits, requires an individual approach and respect for problems he/she communicates to the advisor.





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## Chapter IV. Tips for an employer how to support a new employee from another country

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The second stage of the implementation of the Transnational Career Counselling Model – Worker’s Adaptation Abroad entails most problems and difficulties faced by an individual going abroad to work even in spite of many preparations for the departure while still in the country of origin.

The foreign employer plays an important role in the implementation of that Model. The employer is responsible for the correct adaptation of the employee not only on a job position but also, in the cooperation with the advisor and other institutions, to the culture of the hosting country (legal and social conditions, customs, etc.). Taking up a new employment is stressful for many people and, in the case of the employment abroad, there are many more stressors such as, e.g. separation from one’s family, a foreign culture, difficult communication in a foreign language, loneliness, formal issues, etc. This is why the support for a labour migrant after the start of the employment in a foreign country is of key importance for the maintenance of the employment and being satisfied with the job done and for the avoidance of an early return to the home country.

It is worthwhile for the employer or a manager to delegate an experienced worker who will be responsible for the migrant’s adaptation to the reality of the firm and of the country in which the migrant takes up the employment. Therefore, a mentor (guide) should be established for a new worker being a labour migrant. The mentor should cooperate with the new worker during the first days of that person’s functioning on a new job position.

Preparing for the mentoring role is of crucial importance. The mentor should be interculturally sensitive, empathic, able to establish contact easily and build relations, with knowledge of professional development and specificity of the firm. It is important for the mentor to be able to build a relationship promoting the cooperation and understanding and to apply such a way of communicating in a foreign language that is appropriate for the migrant (in a perfect situation, the mentor would be a person fluent in the native language of the newly employed worker or the worker would be fluent in the language of the country in which he starts the employment). In a case when a company does not have a mentor or a person prepared to perform such a role, it is advisable to engage a professionalist (from external institutions) who in collaboration

with a company employee will be able to carry out a smooth transition and adaptation process of a new hire.

At the first meeting, the mentor should present adaptation procedures mentioned below and take care to promote the positive motivation of the worker. The mentor should assure the worker of his support and encourage the worker to ask questions and make remarks at each stage of the cooperation. It is also worthwhile to talk about psychological aspects of the adaptation to changes (e.g. fear, resistance, curiosity, experiencing failures, learning from mistakes, etc.) as well as about the worker's concerns and expectations.

Before the commencement of the work with the newly employed worker, the mentor should collect the necessary information about the firm, among other things:

- History and mission,
- Short-term and long-term goals,
- Organizational structure,
- Organizational culture (e.g. the dress code, internal communication rules and channels, appreciated attitudes of workers, etc.),
- Quantity of persons employed,
- key clients,
- Key suppliers,
- Types of services offered,
- Latest projects,
- Work rules in force,
- job requirements and key duties,
- benefits package offered to workers,
- Strategies of determination of holiday leaves and procedures relating to sick leaves,
- Training offered to workers,
- Paths of professional development,
- Contact data of individual sections and persons in the firm,
- Information about the criteria of the periodical evaluation of workers in the firm,
- Information about the motivation system applied in the firm,

Above-mentioned matters are worth discussing at the beginning of the cooperation and a brief summary can also be handed to the worker on paper (in the language he can fluently speak). Another important role of the mentor is to support the worker in the

completion of formalities related to the employment, e.g. a joint visit to the HR department (or its equivalent), presentation of the basic information about the concluded agreement and the completion of all the formal procedures, presentation of work rules, standards in force in the firm, the motivational system (bonuses, additional remuneration) and the benefits package.

The mentor (guide) should take care for the newly employed worker to receive an accurate job description, work rules and a list of necessary contacts in the firm (telephones and addresses of material people in the firm). Additionally, the worker should be informed about procedures in force with regard to sick leaves, holiday and occasional leaves.

After the completion of these procedures, it is important to show the firm to the worker: present various sections of the firm and, after that, present his new workplace. It is important to present objectives and duties of cooperating individuals and direct supervisors of the position, etc. The mentor's support is material during the first hours of the employment (or first days if tasks are complicated or new for the worker). The mentor should instruct, help and facilitate the execution of tasks. If necessary, he can also suggest the on the job training.

The new worker's integration with other workers is of key importance in the adaptation process. Positive relations with co-workers are one of the most important factors influencing the effectiveness and satisfaction with one's job. In certain firms, it may be material to prepare workers in advance for the arrival of labour migrants from other countries so that no stereotypes or prejudices arise that can result in the we-they division and create space for conflicts. A mentor can also be a binder between a labour migrant and other workers in the firm known to him and can positively influence the integration and the first ice-breaking. Integration meetings beyond the office or more frequent team/department meetings in the office can sometimes be useful.

An important role of the mentor is also the presentation of the country's culture, its conditions and customs to the migrant. Cultural differences often become the source of problems and an obstacle to being satisfied with the labour migration. Therefore, the mentor with e.g. the diaspora, non-governmental and religious organisations or a counsellor should pay particular attention to the worker's adaptation to the culture of the hosting country.

Another role of the mentor is to diagnose training and development needs of the new worker and, after that, to organize/delegate him to potential training (e.g. professional training, language course, adaptation to the national culture, labour law

training, etc.) or other forms of support (coaching, psychological help) adapted to the needs and expectation of the worker and to the specificity of the firm.

Training can be suggested to the worker (Adapt version) as proposed in the Model: (1) Intercultural competence. Cultural Awareness, (2) Adaptability. Openness, (3) Optimism. Emotional Stability, (4) Communication and (5) Self- Efficacy. Persistence, described in detail in the Programme Toolkit developed within the LAMOS project. The publication also contains guidelines as regards the execution of training with labour migrants on a new job position beyond the country of origin.

It is also worthwhile to develop a development path for the worker, with an action plan for the duration of the stay abroad so as to effectively take advantage of that stage to develop the professional career. The mentor can offer support in the execution of such a plan.

At a further stage, the mentor should be available to the worker so that the worker can ask and receive an adequate support if necessary.

A corporate representative also takes part in the execution of the third stage of the Model – Preparation for the return from economic emigration. It is recommended for a mentor working with the worker at the beginning of the employment to support the same worker at this stage. The support should have to do with the completion of formalities related to the completion of the employment abroad and summary of the employment in the firm – a balance of acquired competencies, professional experience and the issue of references.

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