

### **Train-the-Trainer-Curriculum:**

Conceptual components for the planning and execution of training for employees of the project partners as a companion (advisor, consultant and coach) of migrants with a permanent perspective:

#### **Understanding of coaching and consultation:**

As part of the INTACT project, employees of the project partners should support and individually accompany the migrants who took part in the competence assessment procedure as advisors or coaches during the further education programs in accordance with WP 4. Due to the potentially very different tasks that may be attributable to the employees, the following section outlines the understanding of counseling and coaching on which this training concept is based.

Basic understanding of coaching:<sup>1</sup>

Coaching focuses on a goal-oriented and result-oriented process that helps clients find their own solutions and ways. Coaching can therefore be understood as a method that enables those facing special (often professional) challenges or problems to manage them (largely) independently and on their own responsibility. Because of this self-understanding it is also understandable that a coach is basically not a consultant who answers the questions of a person seeking advice. The coach gets the client, through his questions as a coach, to persuade the client to ask questions that are "right" for him and to answer them as a client himself.

Basic understanding of consultation:

If someone needs a council (advice) to a specific problem, they can get advice from an expert for example. With it the difference becomes clear to the Coaching already in the main features. A counselor usually gives a suitable answer to a question. Then the person seeking advice (council-seeking-person) need not continue to deal further with the question he has asked. The solution for the problem has been given by another.

Common characteristics of Coaching and Consultation:

In spite of the indicated differences in the understanding of consultation and coaching, some common characteristics which are briefly shown here also exist in the view represented here:

Despite the differences shown in the understanding of counseling and coaching, there are some common characteristics in the view expressed here, which are briefly presented:

- Profound expertise and professionalism: usually acquired through study, training and with extensive professional experience
- Reflexivity: Here understood as a systematic and well-founded thinking over own action and of activities as well as the structures and processes with which one pursues a goal.

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<sup>1</sup> Cf. <https://www.unternehmer.de/management-people-skills/128418-die-coaching-serie-teil-i-was-ist-coaching-ueberhaupt> or <https://www.unternehmer.de/management-people-skills/131706-die-coaching-serie-teil-ii-wo-liegen-die-grenzen-von-coaching>

- Value orientation and positive image of man: understood here as an appreciation and recognition of the diversity of personality and its dynamics and changeability
- Working in and with networks: as a necessary condition for pursuing goals and increasing professionalism.

As part of the INTACT project, due to the complexity of challenges and issues faced by migrants or people with a refugee background, it can be assumed that there will be no clearly defined border between coaching support or counseling support from the companions. Both can be appropriate and necessary on a case-by-case basis. Both can be important and necessary from case to case.

It is therefore also necessary for a training of the employees of the project partners in INTACT to address their own role and their self-image as a companion of migrants.

### **Target group:**

The target group is expected to consist of different employees of the project partners, who are responsible for the implementation of individual counseling and coaching for refugees with a long-term perspective.<sup>2</sup> These employees may well have one or more different roles in their self-image, eg. Advisor and /or Consultant and / or expert and / or coach and / or networker or other roles.

### **Target group conditions:**

Note: The following conditions do not all have to be fulfilled by one person, but are to be understood as a package or bundle that the consultants and coaches should have in total with the project partners. Of course the conditions can be distributed over several people.

- (multiannual) experiences in the general consultation, support or coaching of migrants...
- (multiannual) experiences in job placement and careers counseling of migrants...
- Basic knowledge of the language and culture of origin of the migrants
- Knowledge of the domestic employment market and the current and future needs of the business economy in general and companies in the region
- Knowledge of different counseling and support organizations for migrants, e.g., to the clarification of individual questions in the area of language teaching, residence regulations, health, income, employment etc.
- Knowledge and experience in the conflict management
- Further knowledge and experiences in the area from...(if necessary, to be supplemented by project partners)

### **Targets:**

- The participants as a companion of migrants in the INTACT project should be prepared in the training for it, (Individual) consultation, company and support for migrants

<sup>2</sup> It is assumed here that the migrants, who are being advised and supported by the companions, have a fundamental prospect of not being returned to their country of origin. Thus, a so-called prospects of permanent residence is an important prerequisite for the success of the advisory and support activities

- in the work and career orientation process
- for the achievement of qualification measures
- for coping of the everyday life (in particular residence status, living, housing, health, family...)
- for the coping with crisis situations and
- other aims... (if necessary, to be supplemented by project partners)

to give or to ask by third.

- The participants should be prepared in the training for their possibly very different roles as "a consultant" and/or as an „expert for a branch“ and/or as "a coach" and/or as "networker" or be sensitised for it. Nevertheless, the transitions and borders between these roles are fluent and not always sharply defined.

However, it is not the goal of the training to train all migrants' companions in the INTACT project into quasi-perfect consultants, experts, coaches or networkers.

It is basically sufficient that, as a migrant's companion, you know your own competences and possibilities of supporting migrants. In addition, one should also recognize what one is no longer able to afford.

Therefore, the discussion with own role as a companion and the increase of the sensitivity for his role is also another aim of the training.

### **Contents:**

In cooperation with a state-recognized, non-profit provider of social services in Hamburg, the following topics were proposed and selected in the project group.

- Migration-Escape: opportunities and challenges for companies
- Facts about the qualification of refugees in Hamburg
- How does a migration-sensitive training or support of refugees on the way to vocational qualification succeed?
- Working with critical incidents (case studies) & own questions
- Intercultural conflicts
- Dealing with discrimination and legal framework
- Gender issues
- Dealing with religious commandments
- Successful communication despite possible language barriers
- Life situations of people with flight and migration history: challenges and resources
- Migrant communities in Hamburg
- Data portals

Depending on the country and the specific course of the training, the focus may also be placed on these topics or other priorities may be added.

### **Methodical Information:**

From a methodological point of view, the focus of the training is the creation of an intensive activity of the companions of the migrants and in particular their professional wishes and ideas.

Therefore, knowledge of the results of the INTACT competence assessment procedure is important for this. These could, for example, be processed anonymized and made available as a material or content.

In particular, the results of the second part of the competence assessment procedure provide an important basis for understanding the professional potential of migrants.

Therefore, the recommendations of the experts from the second part of the competence assessment procedure, if available, are an important starting point for the individual support of migrants.

It is useful for further understanding of migrants' individual problems and challenges if the training focuses on the experiences of migrants.

For this intention the in particular following methods and instruments are compatible:

- Based on narrative methods, experience reports, biographical reports, expert's reports, observation protocols etc.

In addition, the companion - the exchange with different experts from practise and science could be important - according to knowledge and information desk for the challenges of migrants at the activity market and other relevant challenges for an integration in the company. Therefore, in the training a concrete exchange with experts could be initiated or the need for this (at least) be explained.

In addition, for methodical and content reasons an exchange with migrant's organisations should also follow as a share of the training.

As a supplement the subject "Online research" should be also considered methodically in the training.

Here one could imagine that, e.g., different consultation and support offers are investigated for migrants and are checked on the basis of suitable signs.

In addition, depending on the knowledge and information of the facilitators, the exchange with different experts from practice and science on the challenges of migrants in the employment market and other relevant challenges for integration into society could be important. In training, therefore, a concrete exchange with experts could be initiated or the necessity for (at least) represented.

For methodological and content-related reasons, an exchange with immigrant organizations should also be part of the training.

As a supplement, the topic "online research" should also be considered methodically in training.

Here one could imagine that e.g. different forms of counseling and support services for migrants are researched and checked against useful characteristics.

### **Organisation and process instructions to the training:**

It can not be anticipated at this point to what extent the participants of the training are familiar with each other and have already performed comparable training. Therefore, the trainers should - as needed - pay attention to the following points:

The participants may not know each other or only a little, which is why a structured presentation of all participants should be placed at the beginning of the training.

Participants may have different information on the goal of the project INTACT and the concrete task of the (own) organization and their own task in the project.

Therefore, a comparability of the information stands among all participants should be also reached at the beginning. For this the expectations and images of the participants could be questioned, for example, in the round of introduction.

It is often helpful on the diversity of the participants if in training also the structure of (own) network is initiated. It may be possible to design (create) such a network online.

The expectations and images of the participants which functions such an online network for them could take over should be held on and be considered.

In total a productive, motivating climate free of sanction should be offered to the participants during the training which also admits wishes, suggestions and criticism.

After the training it should be cleared how the exchange of the participants and each other and with the local project leaders will be discussed.

### **Temporal frame of the training:**

Duration of the training 2 days

1. Day            09:00 – 13:00 o'clock

                    14:00 – 18:00 o'clock

                    19:00 – 22:00 o'clock

(Exchange of experience and dinner)

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2. Day      09:00 – 12:00 o'clock

13:00 – 16:00 o'clock

The concrete dates are to be determined by the implementing institution in the individual case. The availability of all parties involved is usually to be checked in advance. This applies in particular to the case that the participation of migrants or persons with a refugee background (refugees) is also intended during the training.