Are You Employing Migrant Construction Workers?
Are you employing migrant construction workers?

Migrant workers are increasingly important to the New Zealand construction sector because they are able to fill labour and skill shortages.

This guide will help you to assist your migrant employees and their families to adjust to working and living in New Zealand. As well as helping migrant workers do their job better, you will be helping them adjust to living in a different culture.

Being well-prepared for migrant workers (and their families) will help you get the best value from them as soon as the new workers arrive.

This guide will give you information about the challenges migrants living in New Zealand may face – understanding them better may increase their productivity.

Employing migrants can be quite different from employing New Zealanders, and new migrant workers may need some extra support from their employers, particularly at the start. This guide sets out what you need to know.
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How can this guide help you?

This guide contains practical tips and information to help you better understand and support your migrant workers. It can be used by business owners, construction managers, human resources managers, supervisors, and co-workers of migrant workers.

The information in this guide will assist you to:

- plan ahead and prepare for new migrant workers
- have fewer staffing headaches
- save costs by retaining your migrant workers longer
- have happier, more productive workers
- add value to your bottom line

For queries about organising migrant visas or any compliance issues about employing migrant workers, contact Immigration New Zealand

0508 55 88 55*

www.immigration.govt.nz/employers

*Ask for “Language Line” if you want an interpreter
Immigration New Zealand options for employing migrant workers

There are a number of immigration visa options for migrant workers, depending on their occupation and your offer of employment. Which of the following is best for your business needs?

<table>
<thead>
<tr>
<th>Visa type</th>
<th>Visa conditions</th>
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<tbody>
<tr>
<td>Work to Residence</td>
<td>Allows a migrant to work in New Zealand if their occupation is in demand in New Zealand (i.e. on the long term skill shortage list) or if you are an Accredited Employer. After 24 months on the job, they can apply for a resident visa.</td>
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<tr>
<td>Work Visa</td>
<td>Allows a migrant who works in an occupation that is experiencing skill shortages to live and work in New Zealand for a defined period.</td>
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<tr>
<td>Resident Visa</td>
<td>Allows a migrant to live and work in New Zealand indefinitely and access most publicly funded services. Most resident visas are granted through the Skilled Migrant Category – a points system based on factors such as age, work experience, qualifications and an offer of skilled employment.</td>
</tr>
<tr>
<td>Approval in Principle</td>
<td>If you have a number of job vacancies and cannot find suitable New Zealanders to fill them, you can apply to Immigration New Zealand for an Approval in Principle to bring in migrant workers.</td>
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</table>

For more information about visa options, visit: immigration.govt.nz/exploreimmigrationoptions

For assistance, call the Immigration New Zealand contact centre:
0508 558 855 (within New Zealand but outside Auckland)
09 914 4100 (from within Auckland)
Ask for Language Line if you need an interpreter.
Finding skilled migrants

NEW KIWIS
LOCAL // GLOBAL

New Kiwis

New Kiwis is a free national employment service provided by the Auckland Chamber of Commerce. It connects overseas and local migrant job seekers with New Zealand Employers.

www.newkiwis.co.nz

SkillFinder

SkillFinder is a free service provided by Immigration New Zealand to help employers with vacant, permanent positions that they are unable to fill locally. SkillFinder connects employers with Immigration New Zealand’s database.

www.immigration.govt.nz/skillfinder

**Visa Holders and New Zealand law**

Migrants to New Zealand have the same rights and obligations under New Zealand law as any other person living here, but it is particularly important that newcomers obey the law.

Breaking the law can put your new employee’s visa status, and their family’s status, at risk. Immigration New Zealand can require non-citizens to leave New Zealand if they consider the offence calls into question the migrant’s good character. This can include any criminal offending (such as driving under the influence of alcohol or drugs) and may apply to migrants with permanent residence visas as well as temporary workers, regardless of the reason for their stay, or the needs of the employer.

**A word of caution about giving immigration advice**

Under the *Immigration Advisers Licensing Act 2007*, immigration advice can only be provided by licenced immigration advisers or exempt persons. The Act distinguishes between the provision of advice (which is restricted to licensed immigration advisers and exempt persons) and the provision of publicly available information.

Passing publicly available information to a migrant employee, or prospective migrant employee, that they could have obtained for themselves is not considered to be providing “immigration advice”. Adding your knowledge of, or personal experience in immigration to advise, assist or direct someone is providing “immigration advice”.

For more information see the Immigration Advisers Authority website at:

www.iaa.govt.nz
Employing migrant workers – is it right for you?

Migrant workers can be a great asset to your business. Here are some things to consider:

→ Many migrant workers are here on a temporary visa and may only be here for a limited amount of time.

→ Migrants may be used to different employer-worker relationships from what we have in New Zealand. To get the best from them, your style of managing them might need to change slightly from how you manage a New Zealand employee.

→ Migrants may have limited, or no, experience of working in New Zealand’s construction industry and they might need a bit of extra training – our tools, the words we use and the way things are done may be new to them.

→ English might not be their first language, so you may need to take more time when telling them how things are done.

→ Migrants come from different cultures and often value different things from Kiwis.

This guide will give you information to help manage these challenges.
Tips from experienced employers about working with migrants:

It makes a difference if you:

- are patient, and can appreciate other ways of doing things
- have realistic expectations
- give the migrant time to take in new information
- assist them with basics, such as tax, phones and banking
- are open-minded and interested in other cultures
- consider whether your workers need to know more about other cultures – see pages 15-17
- can put yourself in the migrant’s shoes
- have a sense of humour.
What to do when new migrants arrive

Before your migrant worker arrives, it pays to plan ahead. This means you have information to help them fit into the workplace, and your new worker has what they need to adjust to life and work in New Zealand. It is a good idea to employ migrant workers before your workload peaks.

You could give them information about New Zealand, your region, and working in New Zealand, so they know a bit about what to expect.

→ Meet your workers when they arrive in town and give them a tour of the area.

→ Give them a welcome kit that includes contact details for settlement services and other local community information, as well as important contact details (including your own).

→ Help by advising them where to buy food, clothes, and other basic needs, and the location of schools and medical centres.

→ Help them or give them some time to make personal arrangements, such as opening a bank account, organising an IRD number, and getting a mobile phone.

→ Help them get some transport, and check that they have a valid driver licence.

→ Put on a social event to welcome your new worker (and their family) to the team and to the neighbourhood.

→ Let them know about any social activities, religious groups or clubs they can join.

→ Make sure they get to have a chance to experience New Zealand and its culture.
Leighs Construction Ltd has developed a ‘welcome kit’ for new workers, which they give to them **before leaving their home country**. The kit provides tips and information for their smooth transition to New Zealand and the new job. Leighs Construction Ltd also provides a structured orientation programme.

The Welcome Kit contains information on:

1. the travel and arrival process
2. company expectations on the job, such as timeliness, honesty and openness
3. an overview of New Zealand, including arts, sports, and Māoritanga
4. advice on the New Zealand climate and clothing requirements
5. New Zealand language and culture (including New Zealand management and communication culture, plus construction industry jargon and slang)
6. what to do in an emergency
7. local community health services
8. driving in New Zealand (road rules and driver licensing)
9. food and commodity prices
10. the local area
11. accommodation advice
12. sending and receiving mail
13. who to contact for advice and support

This approach from Leighs Construction has proven invaluable to their business and has useful information that is worth considering for your business.
Orientation

A tailored orientation for your migrant worker can be helpful because it:

→ sets out your expectations
→ means fewer mistakes are made
→ helps your new employee become familiar with your workplace and work practices

Most orientation programmes include information about:

→ workers’ roles and responsibilities
→ your expectations about employees’ work
→ workers’ employment rights and obligations
→ health, safety, and hazards
→ language and cultural differences

Remember, much of this preparation will only need to be done once. Next time you employ someone, your orientation programme will be ready.
Going the extra mile for your new migrant worker.

1. **Provide a basic manual**
   Migrants might find written instructions much easier to understand than listening to instructions. A manual is also a useful way to share all the information that only you know. Make it short and simple, perhaps including photos or diagrams to explain tasks.

2. **Pair your migrant worker up with a buddy**
   A buddy is someone who knows what to do, and can work alongside the new worker to explain things as they go along. Perhaps you can even provide your migrant worker with a notebook so that they can ask for something to be drawn or written down. Having a buddy system can help your migrant worker to learn and integrate into the team faster.

3. **Provide a thorough orientation**
   Some migrants will be new to our construction industry. They may have never seen or operated some of our equipment, and may not be familiar with our work practices, some of the products used, or the names for things that we use in New Zealand.

4. **Make sure the migrant can safely operate equipment, including vehicles and machinery**
   Provide training so that staff can clearly identify hazardous tasks and/or equipment that they can’t operate until fully trained. Also, be clear about the importance of personal protective equipment and their responsibility to use it. You have the same responsibility for the safety of migrant workers at work as you do for all New Zealand employees.

5. **Get to know your migrant workers and make yourself available to answer questions or help with new tasks**
**Language and communication**

For some migrants, differences in language communication styles will be particularly important to consider.

**Language and Kiwi accent**

Just because someone has a strong accent, it doesn’t mean they have poor English skills or can’t do the job.

Kiwis can use lots of informal language at work, including slang and swear words. This makes it difficult for migrants who have learnt very formal English, and even for migrants whose first language is English. Some migrant workers are very offended by bad language and shouting.

Migrant workers want to do well and are keen to improve. Words used on your site such as smoko, dwang, Gib board, crescent and ute might be completely new to them. You could help them learn the new words by writing them down. Employers who take the time to help their employees with language should see improvements in productivity.

For more information on workplace communication go online at:  

http://worktalk.immigration.govt.nz/
Communication tips from an employer

- Encourage your migrant workers to talk slowly if you are having difficulty understanding them.
- Directly ask your migrants for their opinions or suggestions if they do not contribute when you feel they have knowledge or expertise that is appropriate. Start with their name e.g. “Cheung, do you have any suggestions about how we can do this?”
- Understand that if they express advice too strongly or bluntly that they may just be having difficulty understanding what is appropriate.
- Make it clear when it is just a suggestion and not an instruction. Use phrases such as “this is just a suggestion, what do you think?” or “can you think of another way we could do this?”
- Be very clear when giving instructions – don’t miss steps or make assumptions about their understanding.
- Provide important instructions in writing if necessary.
- Try using pictures and maps to explain things rather than words.
- Use simple direct language and explain complicated words and jargon.
- Try not to swear or yell – it can cause offence.
- Use a notice board, whiteboards and signs in the workplace.
- Check understanding of instructions by asking your worker to repeat what they have to do – ask them, “So, what are you going to do first?”
- Ask open questions rather than questions that simply require a ‘yes’ or ‘no’ response. A migrant’s culture can make it difficult to question or say ‘no’ to the boss. Don’t take advantage of this.
Communication styles

Our Kiwi workplaces are much more informal than what many migrants are used to. They may not be used to talking about non-work topics, like what they did in the weekend, in the workplace.

Some migrants may find it difficult to engage in social talk at breaks, and even while on the job. Lack of engagement, and possibly lack of familiarity with New Zealand humour, may make them seem unfriendly. Even the way Kiwis speak can be challenging for migrants. Some migrants may not recognise an instruction that is said in an indirect way, such as “Perhaps you could just tighten that bolt”.

Work and management styles

Everyone works in the same way don’t they? Yeah right!

Ever wondered why some of your migrants work differently from you? Different cultures value different behaviours. Different values can affect how people think and act in the workplace.
What are Kiwis like at work?

Compared to workers from some other parts of the world, Kiwis:
→ expect everyone to be treated the same
→ respect the boss, but usually speak to him or her in a relaxed way and are willing to make suggestions
→ like to work on their own without being closely supervised
→ are willing to turn their hand to a range of tasks, not just those they were hired to do.

How are migrants different at work?

Migrant workers come to New Zealand from different work cultures with different ways of working. This can affect the way you work with and manage your migrant workers.

There are cultural differences in management style preferences. Some migrant construction workers come from countries where they are used to being told exactly what to do, and they find Kiwi workers and managers very different from what they’re used to.

My new guys like to be told exactly what to do but I can’t be there all the time. So I wrote a detailed job description, with a list of tasks, so they knew exactly what they had to do and could just get on with it.
Cultural difference in management style preferences

Some cultures think status is very important and might find it difficult to speak freely to the boss. When they do speak to the boss they can be very formal, and often don’t say what they really think.

In this chart* you can see that:

→ Workers from the Philippines have a high score so expect to be more closely supervised and told what to do.

→ Kiwis have a low score so most of them like to be left to get on with the job.

*ADAPTED FROM GEERT HOFSTEDE

Carlos never looks that happy, but he clams up when I ask him if he’s OK

He’s shy because you are the boss. He’ll talk to me. Do you want me to ask him?
Here are some things people from different cultures say about the way they work.

If you know how different cultures like to work, it can help you to better understand and supervise your migrant workers when they first arrive. In fact everyone on your worksite can benefit from knowing a bit about these differences.
What can you do to help your new migrant workers understand the “Kiwi way”?  

When migrants first arrive at work, you might want to give them a bit more direction than your Kiwi workers.

→ Find out about the values and work styles of the migrant worker’s country.
→ Find out how they might prefer to be managed.
→ Explain how things are usually done in New Zealand.
→ Tell your existing workers that a new migrant is arriving, and where they come from.
→ Talk about some of the potential communication and cultural differences they might have.

So the new guys start tomorrow...

Where are they from – the Philippines?

Yeah – good workers
A word about New Zealand employment law

Migrants are protected by the minimum entitlements in law

Having a written employment agreement may be new to employees from other countries.

It is important to provide migrant employees with a clearly written employment agreement. This will help reduce the risk of misunderstanding.

Migrants may also want to study their signed written employment agreement to familiarise themselves with New Zealand employment conditions, such as work hours, leave entitlements and public holidays.

It is also important to understand the true nature of your employment relationship – is your migrant employee really a self-employed contractor?

Even if you agree and sign a contract saying a person is a self-employed contractor, this will not legally be the case if the self-employed contractor situation is not genuine. If a person is an employee, then he or she will have employee rights under the Employment Relations Act and other employment laws. If it is found that the relationship is not genuinely a self-employed contractor situation, you will be liable for all employment entitlements owed.

If you as the employer control when and how the work is done, provide the equipment, have the power to hire other people to do the work, and the person working for you is not genuinely operating a business in their own right, it is most likely you have an employment relationship with that person and your obligations under employment law must be met.

For more information go online at:

www.employment.govt.nz/types-of-employee
Many migrant workers are not used to having the right to take at least four weeks of paid annual holidays/leave once they have completed a year of employment. They may not know about their entitlement to 8% of their gross earnings if their employment is less than one year.

If you employ migrant workers on a fixed-term employment agreement of less than a year, or as a casual worker with intermittent or irregular work patterns, they can agree to have 8% of their gross earnings added to their regular pay instead of receiving it when they end their employment or take holidays. However, you need to specify this arrangement in their written employment agreement and the amount of annual leave/holiday pay advanced in each pay period must be recorded as a separate identifiable amount from the wages. For more information go online at:

www.employment.govt.nz/annual-holidays

Some businesses and construction sites close for a defined period over the Christmas/New Year break. It will be important to ensure new employees are informed if this is the case, particularly if they have not been employed long enough to have accrued sufficient leave entitlements to cover the period. In such cases, you should ensure workers know whether they will be paid for the entire period. For example, some employers allow new workers to anticipate leave not yet earned to cover the closure period.

Some migrant workers may need to accumulate their leave to make a visit to their homeland worthwhile, or they may have emergencies that require leave flexibility, due to the distance from family.
Public holidays

Migrant workers will understand public holidays, but they will need to know when New Zealand public holidays occur. If they work on a public holiday they may not know about their entitlements under New Zealand employment law – time and a half for the hours they work. And if the public holiday falls on a day they would normally work, then they are also entitled to another day off. These entitlements may be completely new to migrant workers.

Transferring a public holiday

In New Zealand employers and employees can agree to transfer the observance of a public holiday to another working day to meet the needs of the business or the individual needs of the employee. An employer and employee should make the agreement in writing. For workers who may want to exchange public holidays for their own religious holidays please go online at:

www.employment.govt.nz/public-holidays

Sick leave

Migrant workers will need to have sick leave entitlements explained to them. The five days’ paid sick leave each year after they have been employed continuously by the same employer for six months is straightforward. But they may not realise that their sick leave can be used when they are sick or injured, and also when their spouse or partner, or a person who depends on them for care (such as a child or elderly parent) is sick or injured.

Most migrant workers will not have a GP, so it may be difficult for them to get a doctor’s certificate.

If they are sick before they have worked for six months, you can explain that they can ask to use some of their annual leave or take unpaid leave.

For more information on sick leave, visit:
www.employment.govt.nz/sick-leave
Bereavement leave

Bereavement leave is a challenging area for migrant workers as they live so far from family and home. It is often unrealistic for a migrant worker to take their entitlement of three day’s leave after six months employment to fly home to family. However, they may need this time to grieve and it is important to make sure they know that this paid leave can be taken for the death of their spouse or partner, child, brother or sister, mother or father, grandparent, grandchild, or parent of their spouse or partner. Some cultures consider cousins as “brothers” so you may need to explain that for other bereavements they may be entitled to one days’ leave.

For more information on bereavement leave, visit: www.employment.govt.nz/bereavement-leave

Wages no less than the minimum wage

Most migrant workers will be aware of the adult minimum wage rates. They are usually informed about this as part of the immigration information they receive and they know the rates are reviewed every year. To see the current rates go online at:

www.employment.govt.nz/minimum-wage

Deductions

Migrant workers come here to earn and it is helpful to explain their pay-slip to them. Any deductions from their pay need to be explained carefully and agreed to by them in writing. It is helpful for them to know about deductions required by law (such as PAYE tax) that do not require their written consent.

For more information on employment relations, pay, holidays, and health and safety go to the Ministry of Business, Innovation and Employment’s website or call the Ministry’s helpline.

Migrants also need to know that they can call the Ministry of Business, Innovation and Employment’s helpline and can request “Language Line” if they want an interpreter.

0800 20 90 20* www.employment.govt.nz/pay-deductions

*Ask for “Language Line” if you want an interpreter
A safe workplace
Training Supervision and Equipment

Migrant workers may come to your workplace with different understandings about safety at work. Your responsibility is to provide a safe workplace for all your workers, including migrant workers, with the right training, supervision and equipment.

Some migrant workers may not be aware what may be considered to be hazards on construction sites in New Zealand. These include:

→ Slips, trips and falls (falls from heights are the most common cause of deaths in construction – even falls from a few metres can be fatal)

→ Being hit or crushed from falling or moving objects and machinery

→ Electrocution

→ Loss of control of machinery or equipment

→ Hazards such as noise, chemical or asbestos exposure.

Clothing

It’s amazing how many migrants arrive here without any warm clothing. Having the right gear for working on a New Zealand construction site is something migrant workers may need some advice about (for example, warm clothes for winter, wearing layers, and avoiding wearing cotton during winter). Remember, it is a legal requirement for you to supply all protective clothing and safety equipment for your employees.
Climate

A lot of migrants come from warmer climates. Many think they are coming to live and work in the warm Pacific Islands! They say that one of the most difficult things about coming to work in New Zealand is getting used to our variable climate. New Zealand has relatively high levels of harmful Ultra Violet (UV) radiation. The UV radiation does not provide heat, so migrants need to be aware they can burn and damage their skin even when they feel cool (on a cloudy day, for example), unless they have UV protection.

Reporting incidents

You are required to tell migrant workers how to report any hazard, accident or near miss. They will need to be told the importance of what to do in an emergency (such as a fire or chemical spill) and where emergency equipment and/or first aid kits are kept. Tell them that the law says employees must do all they can to be safe when working.

Make sure your migrant workers have enough information, training or knowledge to carry out a task. Employers are obliged to ensure information is provided in a form that workers understand. For migrant workers, this may require provision of information in their own language.

Where literacy may be an issue, information may be better provided verbally and supported by guidance in graphic form.

It is important that employers understand that migrant workers may speak English better than they can read, write or understand others speaking English. There may be support available for your workplace to get some English training where needed.
Double check that your migrant workers know how to operate equipment safely and use the right personal protective equipment. They may not be familiar with some equipment nor with New Zealand requirements for personal protective equipment.

Make sure they know that employers and workers may be prosecuted if there is an accident and the law has not been followed.

You can obtain advice on training options from health and safety industry organisations and providers such as the Construction Safety Council of New Zealand and SiteSafe NZ Inc, or from your industry association.

Tip: If you need an interpreter to help explain New Zealand safety requirements, contact Interpreting New Zealand:
- By phone: 0508 468 377
- Online: www.interpret.org.nz

Visit: www.sitesafe.org.nz
Getting training for your migrant workers

Migrant workers may appreciate the opportunity to strengthen or formalise their skills through training. Industry Training Organisations (ITO's) offer National Certificate programmes for the construction industry and support:

- Programmes in health and safety
- Training in New Zealand building techniques
- Vocational literacy and numeracy

Contact the appropriate Industry Training Organisation (ITO) or visit the Industry Training Federation website for more information about any of your employees’ training needs: www.itf.org.nz

Building and Construction ITO
www.bcito.org.nz

Carpentry, cement and concrete, floor and wall tiling, frame and truss manufacturing, interior systems, proprietary plaster and cladding systems, solid plastering, brick and block laying, historical masonry trades, construction management, flooring, sanding and finishing, carpet laying, vinyl and wood installation, painting and paperhanging (painting and decorating), joinery, glass and glazing, architectural aluminium joinery, kitchen design, architectural technology, quantity surveying.

Competenz
www.competenz.org.nz

Engineering, refrigeration, heating, air conditioning, locksmithing, fire alarms and protection systems.

The Skills Organisation
www.skills.org.nz

Electrotechnology, telecommunications, plumbing, gasfitting, drainlaying, roofing, power crane operation, rigging scaffolding and slinging loads, scaffolding, rigging and industrial rope access, electronic security services.
Do your new migrant workers need help with accommodation?

Accommodation

Finding accommodation in New Zealand may be very different from the countries your new migrant workers come from. For example, New Zealand rental properties are usually unfurnished. This means that, although an oven is provided, your worker will need to provide their own furniture (including beds and linen), refrigerator, washing machine, cutlery and cooking equipment. They may need help with knowing the best place to buy these.

If your workers are bringing their family to New Zealand, you may want to suggest they consider coming in advance and staying in temporary accommodation while they set up more permanent arrangements for their family.

Ways for your worker to find accommodation include:

→ accommodation that is provided or arranged by you as an employer

→ general websites that advertise accommodation, such as:
  
  www.trademe.co.nz
  www.allrealestate.co.nz
  www.flatfinder.co.nz
Migrant workers should be advised that initial costs can include a bond equivalent to up to four weeks’ rent in advance and, in some cases, letting agent fees (usually one weeks’ rent plus GST).

It’s helpful if you have advice, but you don’t have to be the accommodation expert! Here are some useful sites:

→ General information on tenancy law and detailed information on rental property costs by type and location, is available at:

www.tenancy.govt.nz
Remember, the faster migrants settle, the faster they add to your productivity.
A well-settled migrant is a productive employee, and more likely to remain loyal.
You can help by providing the migrant (and their family) with information and insight into the basics, like introductions to schools and to local settlement services that may help their partner to settle.

Where can I go for more help?

Good To Know

Where can i go for more help?

How to provide settlement support
If you want to retain your staff, it helps to go the extra mile.
You do not have to do it all yourself. Immigration New Zealand provides settlement information, resources, programmes and services nationally. There is information available to help all newcomers settle into work and life in New Zealand on this site:
Visit: www.newzealandnow.govt.nz
There is also advice for employers on settling workers here: Visit: immigration.govt.nz/settlestaff
Your checklist to plan ahead

1. Before arrival

- Have I given them some information on living and working in New Zealand, such as the migrant worker companion guide to this resource – *A Guide For Migrants: Working In The New Zealand Construction Industry*.
- Have I arranged for someone to meet them when they arrive?
- Have I arranged for someone to act as a ‘buddy’ or mentor?
- Do I have a written job description and/or a list of tasks and targets to give to the new employee?
- Do I have written information about how we operate – staff structure and roles, lines of communication, hours of work, timings of breaks, use of internet/e-mail and telephone, etc.
- Are their accommodation and transportation needs being met?
- Are existing employees prepared for the new employee’s arrival?
- Do I know something about the values and work styles of the new migrant employee’s culture?
- Do I know how they expect to be managed?
- Do I know about their cultural and religious beliefs and whether they have any religious commitments, such as going to church on a Saturday or Sunday?
- Have I found out if there is a local person from the migrant’s ethnic community that I can put them in touch with?
- Have I allowed for some time off in the first week for the new employee to organise their home life in New Zealand?
- Have I organised a tour of the local area?
2. On arrival

- Provide some transportation for the new migrant. Check they have a licence and information about driving in New Zealand.

- Where worker accommodation is provided, show the new migrant around their accommodation, explain the house rules, and how to use its heating and equipment.

- Ensure the new migrant has the right clothing they need for work.

- Prepare a written list of tasks.

- Have their written employment agreement on hand.

- Give them information about their local community and CAB contact details.
3. First day at work

- Welcome your new employee.
- Meet with the migrant and their immediate supervisor.
- Introduce them to a ‘buddy’ or mentor.
- Introduce them to team members.
- Take them on a tour of the workplace and their own workstation/office.
- Give them the prepared written documents about the job and the workplace.
- Show them how to safely use any important equipment.
- Explain any workplace etiquette – e.g. use of kitchen, recycling.
- Set up regular meetings with your migrant employee and their ‘buddy’ to help with settlement into the workplace.
4. Next days

- Organise on the job or off-site training, including inducting them in your health and safety systems, and enrolling them in safety training.

- Continue with your orientation programme.

- Organise some social activities for your migrant employee and their family, possibly with your other employees, to help them integrate.

- Ensure they have appropriate means for keeping in touch with family back home – this can help to reduce feelings of isolation and homesickness.

- Be conscious of how you communicate:
  - use simple language
  - explain jargon and new words
  - check you are understood – try asking the new migrant “so, what are you going to do first?”
  - write things down, use a notice board or whiteboard, or signs and maps in the workplace.
ACKNOWLEDGEMENTS

This guide was developed in collaboration with the following organisations: