Are you recruiting migrant workers?
What do you need to know?
Tips and Information
- Key tips and information in each section of this booklet are highlighted using the symbols below.
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Being well prepared for the arrival of new migrant workers can make a big difference to how well they settle into work, their productivity and their enjoyment of life in New Zealand. A happy, well-settled migrant equals a happy and productive employee who is 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 even employment opportunities for their partner.

Before arrival

Have I got some information to give my employee on living and working in New Zealand such as Living and working on a New Zealand dairy farm: A guide for migrant dairy farm workers available at: http://www.newzealandnow.govt.nz

On arrival continued from card 1

Have I shown my new migrant around their accommodation?
Have I explained the house rules, and how to use the heating and equipment I have provided?
Have I shown them how to ‘air out’ the accommodation and mow the lawns (if needed)?
Have I made sure the new migrant has the right clothing they need for work?
Have I given them information on the local community and given them the contact details for any local settlement support services?

First day at work

Have I welcomed my new employee?
Have they met their immediate supervisor?
Have I introduced them to a ‘buddy’ or mentor?
Have I introduced them to other team members?
Have I taken them on a tour of the workplace and my workstation/office?
Have I given them the prepared written documents about the job and the workplace? Talked them through the instructions and asked them if they have any questions?
Have I shown them how to use equipment?
Have I explained any workplace etiquette – e.g. use of kitchen?
Have I set up regular meetings with my migrant employee and their ‘buddy’ to help with settlement into the workplace?
How will this guide help you?

Migrant workers are increasingly important to the New Zealand dairy sector because they are able to fill labour and skill shortages. Employing migrants can be quite different from employing New Zealanders and new migrant workers may need quite a lot of help from you, particularly when they first start.

It can take time for new migrants to adjust to living and working in New Zealand. It is important that you, their employer, have access to information and support to help integrate them into your farm and the local community, even if they are here on a temporary visa.
This guide contains practical tips and tools to help you better understand and support your migrant workers. It can be used by farm owners, farm managers, sharemilkers, and co-workers of migrant workers.

Find out how to:

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

TIP — For queries about organising migrant visas or any compliance issues relating to employing migrant workers contact:

Immigration New Zealand on 0508 55 88 55, or www.immigration.govt.nz/employers
Preparing for your migrant worker

Employing migrant workers – is it right for you?

*Migrant workers can be a great asset to your farm... here are some facts to consider:*

› Most migrant dairy workers are only here on a temporary visa.

› All migrant employees are covered by New Zealand employment law.

› Migrants might be used to different employer-worker relationships than we have in New Zealand, so your style of managing them might need to differ from that used for a New Zealand employee.

*You might think that migrant workers sound like hard work.*

*But they’re not really – in fact they work hard and they’re very keen to learn how we do things here.*
› Migrants may have limited experience of working on New Zealand dairy farms and might need a bit of extra training.

› English might not be their first language, making it a bit more challenging to teach them the ropes.

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

**Employing migrant workers is easier if you think ahead:**

› Employ migrant workers before your work-load peaks so they have time to settle in.

› Provide them with some information about living and working on your farm and about the local area and community.

› Prepare to give them training about working on your dairy farm.

› Be aware that migrants usually arrive here with only a suitcase, so providing fully-equipped accommodation is really helpful.

› Advise them about the need for lots of warm clothing in New Zealand.

› Be aware that they may want to bring their family to live with them on your farm.

For further tips on planning ahead refer to the reference cards at the back of this guide.
What do you need to get ready for migrant workers?

› accommodation
› an orientation programme
› a welcome kit
› an employment agreement (your worker will need a copy)
› your existing staff – put them in the picture.

Much of this preparation will only need to be done once. Next time you employ a migrant your accommodation and orientation programme will be ready.

TIPS

Tips from Kim Solly and Jeremy Casey, Canterbury sharemilkers and experienced employers of migrant staff

*It makes a difference if you:*

› are patient and can appreciate other ways of doing things
› are open-minded and interested in other cultures
› can put yourself in the migrant’s shoes
› have a sense of humour.
What’s so different about migrants?
Well, for a start we find it really cold here and we are not used to living in houses like yours.

Have you got their accommodation sorted?
Kiwi workers usually bring their own furniture. It’s pretty certain this won’t be the case for a new migrant worker. Furnishing a whole house would be a big investment for someone who may only stay in New Zealand for a short period of time.

Imagine what you would need if you arrived to work in another country with just a suitcase. Consider supplying:

› curtains, floor coverings
› furniture – beds, table, chairs, couch, etc

› pots and pans, and perhaps a rice cooker
› crockery – plates, dishes, mugs, etc
› cutlery – knives, forks, spoons, etc
› bed sheets, blankets or quilts, pillows and towels
› cleaning equipment – vacuum cleaner, mop, etc
› whiteware – fridge and washing machine
› some basic foodstuffs
› heating and/or firewood
› internet connection
Migrant workers need on-farm accommodation that is in good repair, and is comfortable, warm, and well-equipped. Many migrant dairy workers bring their family so the accommodation may need to be big enough for the worker and his/her family.

If your farm accommodation is shared accommodation for a number of migrant workers, it is important to talk with them about the dynamic of shared accommodation, and to inform them that men and women may be sharing the accommodation. It is important that you inform them about this before they travel to New Zealand because this might be very different from what they are used to in their culture.

**The Internet:** If you are providing your employee with an internet connection or they wish to organise their own, take the time to talk to them about the internet in New Zealand (and in particular your region). They may be used to much faster and cheaper internet and need to understand how internet usage works on your farm, including availability, reliability and costs involved.
Tips from Sharron Davie-Martin, winner of the 2011 New Zealand Dairy Business of the Year:

› Show new migrant workers how things are done here – because living conditions can be very different in New Zealand.

› Show them the basics such as how to use cleaning equipment, how to operate cooking, heating, and washing appliances, where to put the rubbish, what can and can’t go down the sink, and explain why the house needs to be aired out.

› Set clear expectations about keeping your accommodation in good order.

› Inform migrants about what will happen if there is any damage to the property.

› Let them know that you will inspect the house from time to time.

Three areas of change for migrant workers

Climate
A lot of migrants come from warmer climates. 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.
♦ Clothing

Having the right gear for working on a farm is something migrant workers may need some advice about (for example, warm clothes for winter, wearing layers, and avoiding wearing cotton during winter).

It is a legal requirement for you to supply all protective clothing and equipment for your employees.

♦ Cooking

Most migrants like to eat the foods they have grown up eating. It may help to find out where they can buy their own kind of food.

TIP — In some cases it may be helpful to provide a rice cooker
Settling in your migrant worker

What to do when new migrants arrive

TIPS

Tips from Justine Kidd, CEO, BEL Group

Helping your migrant workers to adjust will mean they will become better workers, faster.

On arrival:

› Meet your workers when they arrive and give them a tour of the area - focus on schools, recreational activities, supermarkets and shops where you will expect them to pick up supplies from.

› Give them a welcome kit that includes local community information as well as important contact details (including your own).

› Show them how to use the domestic equipment you have provided – e.g. heating, washing, cooking, cleaning.
Help by showing them where to buy food, clothes, and other basic needs, and the location of medical centres.

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

Help them to get connected – phone, internet and electricity connections can be difficult for migrants to manage.

Take them to buy some wet weather gear, gumboots and other on-farm basics.

Help them organise transport, check they have a valid licence, understand our driving laws and the importance of being insured, and check that they are safe behind the wheel (the New Zealand Transport Agency has a useful guide “What is different about driving in New Zealand” available at www.nzta.govt.nz/resources/whats-diff-driving-nz/).

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

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

Have a list of other locally employed people from the same country, or take them along to meet local farm teams where you know they have migrant workers from the same country.

Make sure you check in with them weekly (when they first arrive) and then monthly, to make sure they have everything they need.

Make sure you know the date their work visa expires so that down the track you can plan to help them apply for a new one well before it runs out (at least ten weeks before current visa expires).

**TIP — Provide laminated instructions (comprising words and images) next to each piece of equipment for handy reference. This will ensure the safety of your employee and the lifetime of the equipment.**
Welcome kit

Farmers in the Amuri District have developed a welcome kit for their new workers. They sit down and go through the kit with their new workers when they arrive.

*The kit contains information on:*

- what to do in an emergency
- local community health services
- school enrolment forms
- the local area
- Justice of the Peace contact details
- obtaining an IRD number and tax in New Zealand
- driving in New Zealand (warrant of fitness, car registration, insurance, driver licensing)
- local shops and banks
- rubbish collection and disposal
- sending and receiving mail
- local places of worship
- embassy contact details for different nationalities
- using Language Line, an interpreting service for migrants
- other key community contacts

*IMAGE BELOW: Alex Thompson (left), migrant dairy farm worker Stella Sales, Sharron Davie-Martin and in front Robert Thompson showing their new worker welcome kit.*
The kit also contains:

**Immigration New Zealand’s Living and working on a New Zealand dairy farm:** A guide for migrant dairy farm workers

**Immigration New Zealand’s factsheets on minimum employment rights**

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**TIP — Community health care services:** When showing employees local healthcare services, explain the costs involved, and advise them to register with a local GP as soon as possible.

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**Orientation**

*Tailored orientation for your migrant worker can be helpful because it:*

- sets out your expectations
- helps your new employee become familiar with your farm
- means fewer mistakes are made.
Most orientation programmes include information about:

- the farm and the daily routine
- people’s roles and responsibilities
- your expectations about their work
- their employment rights and obligations
- health, safety, and hazards.

**Going the extra mile for your new farm worker:**

- Provide a basic farm 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, with photos or diagrams to explain tasks. A farm map is also useful.

- Pair your migrant worker up with a buddy. A buddy is someone who knows what to do and can work alongside a migrant worker and explain things as they go along. On small farms this might be you.
› Provide a thorough orientation. Migrants are new to our dairy industry. They may have never seen or operated a rotary milking system, used a chain saw or a quad bike, handled and applied chemicals, or been around a large herd before.

› Make sure your migrant can safely operate farm vehicles and machinery. Provide training so that staff can clearly identify hazardous tasks and/or equipment that they can’t operate until fully trained. You have the same responsibility for the safety of migrant workers at work as you do for all other employees.

› Help your migrant worker to set up a bank account. Ensure they know their local banking options and provide them with a letter with their address details. Banks in New Zealand have lots of experience in helping migrants and many of them have multilingual migrant advisors.

For more information see Dairy NZ’s orientation checklist which is part of the HR Toolkit at tinyurl.com/nzdairyhrkit

TIPS

Get to know your migrant workers and make yourself available to answer questions or help with new tasks. Let them know that it is ok to ask questions, at any time.

Tip from Kim Solly and Jeremy Casey, experienced employers of migrants:

We use a step by step approach when training:

Step 1 – Show them
Step 2 - Watch them
Step 3 – Leave them to it, but check their work.
Training Needs

Contact the Primary Industry Training Organisation (Primary ITO) on (04) 801-9616 or take a look at their website at www.primaryito.ac.nz for more information about any of your training needs.

They offer, amongst other courses:

- a National Certificate in Agriculture (General Skills) Level 2
- a National Certificate in Agriculture (Animal Feeding and Pastures) Level 3
- Mastitis Management
- programmes in dealing with Dairy Farm Effluent
- a National Certificate in Agriculture (Production Management) Level 5
- Fonterra Growsafe courses
- Milk Quality Stage One (Milk Harvester)
The New Zealand workplace

A word about New Zealand employment law
Migrant workers are protected by the minimum entitlements in law.

Employment agreements and maintaining records
New Zealand employment law applies to all migrant workers.

You must provide a signed current written employment agreement to your migrant workers. Give a copy of this signed agreement to your employee to keep. A clearly written employment agreement can help reduce the risk of misunderstanding.

Migrants may not be familiar with New Zealand employment law and practice. It is all the more important for them to have copies of their employment agreement and pay slips so that they can take their time to read and understand them.

- An employer must pay employees at least the relevant minimum wage, set annually under the Minimum Wage Act 1983.

- The minimum wage must be paid for each hour worked on the farm. Wages cannot be averaged over a season.

- Employees must be paid their wages in money, and cannot be paid through other non-cash benefits.

- Employees can, however, agree to deductions from their wages by their employer before payment, including for the provision of accommodation or other goods or services.

- A record of hours worked, wages payable (and paid), and leave taken must be kept.
Annual holidays

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 for 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 period must be recorded as a separate identifiable amount from the wages.

For more information about annual leave and holidays: Visit www.dol.govt.nz/nzholidays1
Public holidays

Migrant workers will understand public holidays, but they will need to know when New Zealand public holidays occur. They need to know that when public holidays fall on days they would normally work they are entitled to have the days off work and be paid as if they had worked them. If they work on a public holiday they are entitled to receive time-and-a-half for the hours they work and if the public holiday they work on is a day they would normally work then they are also entitled to another day off on full pay.

Sick leave

Migrant workers will need to have sick leave entitlements explained to them. The five days’ paid sick leave each year after six months’ continuous employment is straightforward. However, they may not realise that sick leave can be used not only when they are sick or injured, but 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. Many migrant workers may not have a GP, so if you are expecting a doctor’s certificate for any sick leave taken, this may be difficult for them. 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.
Bereavement leave

Bereavement leave is a challenging area for migrant workers as many live so far from their family and home. It is often unrealistic for a migrant worker to take their entitlement of three days’ 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, child, brother or sister, mother or father, grandparent, grandchild, or parent of their spouse. Some cultures consider cousins as ‘brothers’ or ‘sisters’ so you need to explain that for other bereavements they may be entitled to one days’ leave.

If your migrant worker needs more time than is allowed for bereavement leave you can explain that they can ask to use some of their annual leave or take unpaid leave.

The minimum wage

Most migrant workers will be aware of the adult minimum wage rates because of the immigration information they receive. They usually know that the rates are reviewed every year.

For more information about wage rates
Visit www.dol.govt.nz/nzwages

The 90-day trial period

You are able to offer trial periods to new employees. Any trial period that you agree to with a new employee must be agreed to in good faith as part of their written employment agreement.

The written employment agreement must be signed by both you and your employee before you begin your employment relationship. A signed agreement may reduce the risks of a legal challenge.
If your migrant employee is dismissed from your employment under the terms of the 90-day trial period, this is a change in their circumstances. Migrant workers’ visa applications state that they must advise Immigration New Zealand if there is any change to their circumstances. For more information on support and protection for workers employed on a 90-day trial visit the website below:

www.dol.govt.nz/90days
Phone: Immigration New Zealand Contact Centre 0508 55 88 55

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.

Deductions for employee accommodation

If accommodation is supplied to the employee, the employer and employee may agree that the cost of that accommodation will be deducted from the employee’s wages before they are paid.

The agreed value of accommodation deducted before payment of wages will be included as “wages” for Minimum Wage Act calculation purposes.

Any agreement relating to accommodation should clearly detail the accommodation arrangement and its cost to the employee, which should be reasonable. The wage records should include the wages payable before any deduction is made for the agreed value of accommodation.

Where there is no specific agreement as to the cost of accommodation an employer can deduct 15% of the employee’s wages calculated at the relevant minimum wage rate for board or 5% for lodging.
For Minimum Wage Act purposes, board is considered to mean the provision of both accommodation and meals while lodging means the provision of accommodation only.

The rental or accommodation agreement should be either separate from the employment agreement or able to be separated.

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.

Visit www.dol.govt.nz  phone 0800 20 90 20

A safe workplace

You must provide a safe workplace for your workers with the right training, supervision and equipment. There are many hazards on the farm and injuries are commonly caused by:

- animals
- accidents on vehicles, such as quad bikes, motorbikes, and tractors
- lifting heavy objects
- slips, trips and falls, often around the dairy milking shed
- hazardous substances, such as cleaning chemicals or sprays.
When new employees start work, you must tell them what to do in an emergency (such as a fire or chemical spill) and where emergency equipment and/or first aid kits are kept. You must also tell them how to report any hazard, accident or near miss.

Ensure migrant workers have enough information, training or knowledge to carry out a task.

The law also says employees must do all they can to be safe when working.

Employers must provide training to ride quad bikes safely and employees must wear a safety helmet. Employers and workers may be prosecuted if there is an accident and the law has not been followed.

**Fire Safety**

- Make sure that you provide smoke alarms (and regularly change the batteries) in your employees’ accommodation.
- Talk to your employee about where it’s ok for them to have fires and rules around fires in New Zealand as this might be very different from their home countries where they may cook on an open fire indoors.
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 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.
What are migrants like at work?

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

For example, there are cultural differences in management style preferences. Some migrants may not be used to a female manager. Some migrant dairy farm 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. In the chart on the following page you can see that:

- Filipinos have a high score so most of them like to be told exactly what to do
- Kiwis have a low score so most of them like to be left to get on with the job

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 they often don’t say what they really think.

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?
Cultural difference in management-style preferences

0 = LIKE TO BE LEFT TO GET ON WITH THE JOB
100 = LIKE TO BE TOLD EXACTLY WHAT TO DO

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 what they had to do and could just get on with it.
Here are some things people from different cultures say about the way they work

What would you say about how you 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 farm can benefit from knowing a bit about these differences.

I show respect by not looking the boss in the eye.

I think it’s rude to ask the boss questions.

I like to know exactly what I have to do and that my job is secure. I will work hard and stick by my employer.

I like to know who’s in charge and who the big boss is. I don’t usually call people who are older or more senior than me by their first name.

I am usually quiet in meetings until I am asked to speak.

I often ask direct questions as I like to get things right.

I like to call everyone by their first name. I expect to be consulted and want things to be fair.

I like to know exactly what the rules are and I will stick to them and get the job done. I don’t like surprises.

I don’t like being told what to do all the time.

I use quite a bit of slang when I speak and often make suggestions without being asked.
What can you do to help your migrant understand the “Kiwi way”?

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

› Get someone to be their ‘buddy’ so they can explain things as they come up.

› Prepare a written list of tasks.

› Prepare written information about how you operate – who does what, hours of work, timings of breaks, etc.

› 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, so they can help. Let them read this guide.

Different qualifications and skill levels

It is important to understand what your employee’s qualifications and skill set translate to in a New Zealand context.

For example an employee may state that they can drive a tractor but the type of tractor they have been driving in their country may be very different from the tractor on your farm.

A university qualification from their home country may not equate to a New Zealand university qualification.
Language and communication

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

Does it take a while to get your message across?

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. And there are migrants who never swear, even in their own language. Some migrant workers are very offended by bad language and shouting and it puts them off their work.

When he first arrived we thought his English wasn’t up to the job.

Kiwis have a strange accent and speak so fast. It took me a while to ‘tune in’.
Migrant workers want to do well and are keen to improve. Words used on your farm such as quad bike, four-wheeler, bobby calf, bovine, colostrum, drench, heifer, herringbone, lameness, IV, mastitis, metal road, silage, ute, etc might be completely new to them. You could help them learn these new words by writing them down. A list of these types of words is also available in the Living and Working on a New Zealand dairy farm guide – you could go through this section with your employee and add any additional words to it that are commonly used on your dairy farm.

Farmers who take the time to help their employees with new words usually see improvements in productivity.

More communication tips can be found in the cards at the back of this guide.
Tips from Willy Leferink, former Federated Farmers Dairy Chairperson, Ashburton dairy farmer, and one of the advocates for this guide.

› Encourage them to talk slowly and pause if you are having difficulty understanding them.

› Be very clear when giving instructions.

› 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: I ask them, “So, what are you going to do first?”

› Remember, a migrant’s culture can make it difficult to question the boss. Don’t take advantage of this - you need to make sure they have reasonable working hours.

For more information on workplace communication go online to: Worktalk.immigration.govt.nz
Being well prepared for the arrival of new migrant workers can make a big difference to how well they settle into work, their productivity and their enjoyment of life in New Zealand.

A happy, well-settled migrant equals a happy and productive employee who is 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 even employment opportunities for their partner.

**Before arrival**

- Have I got some information to give my employee on living and working in New Zealand such as *Living and working on a New Zealand dairy farm: A guide for migrant dairy farm workers* available at: [http://www.newzealandnow.govt.nz](http://www.newzealandnow.govt.nz)
- 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.
- Is their accommodation set up and ready to use?
- 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 s/he prefers 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? (e.g. their bank account, transport)
- Have I organised a tour of the local area?
- Have I prepared an easy-to-read list of what they may need to buy (e.g. groceries, clothes and possibly furniture) and where they can get it from?

☑️ On arrival

- Have I got a written employment agreement on hand and provided migrants with the Ministry of Business, Innovation and Employment help line – 0800 20 90 20 – so they can get assistance if necessary?
- Have I organised some transportation for my new migrant?
- Have I checked they have a licence, understand our driving laws and are safe behind the wheel? More information on this can be found in Living and working on a New Zealand dairy farm: A guide for migrant dairy farm workers.
Your checklist to plan ahead

✅ On arrival  continued from card 1

☐ Have I shown my new migrant around their accommodation?
☐ Have I explained the house rules, and how to use the heating and equipment I have provided?
☐ Have I shown them how to ‘air out’ the accommodation and mow the lawns (if needed)?
☐ Have I made sure the new migrant has the right clothing they need for work?
☐ Have I given them information on the local community and given them the contact details for any local settlement support services?

✅ First day at work

☐ Have I welcomed my new employee?
☐ Have they met their immediate supervisor?
☐ Have I introduced them to a ‘buddy’ or mentor?
☐ Have I introduced them to other team members?
☐ Have I taken them on a tour of the workplace and my workstation/office?
☐ Have I given them the prepared written documents about the job and the workplace? Talked them through the instructions and asked them if they have any questions?
☐ Have I shown them how to use equipment?
☐ Have I explained any workplace etiquette – e.g. use of kitchen?
☐ Have I set up regular meetings with my migrant employee and their ‘buddy’ to help with settlement into the workplace?
Next days

☐ Do I need to organise on the job or off-job training?
☐ Have I let my employee know it’s ok to ask questions?
☐ Am I prepared to continue with my orientation programme?
☐ Have I organised some social activities for my migrant employee and family?
☐ Am I conscious of how I communicate:
  ☐ Do I use simple language?
  ☐ Do I explain jargon and new words?
  ☐ Have I checked I am understood? – have I asked questions such as “so, what are you going to do first?”
  ☐ Have I written things down, used a notice board or whiteboard, or signs and maps in the workplace?
☐ Do I need to swear less?

Remember, the faster migrants settle the faster they add to the productivity of your farm.

TIPS

Tips from Natalie and Hamish Davidson, equity partners in Singletree Dairies, Ashburton

› If you treat migrant workers right, they will want to stay.
› Arrange some social activities where you can get to know your migrant worker and their family.
› Give them some time at the beginning for personal arrangements, and again when their family arrives.
› Ask about how things are done in their country. Talk about the differences between New Zealand and their country.
› Be open-minded – there might be more than one good way to do a job!
› Let them know in advance when they will have time off, so they can plan ahead.
› Try putting yourself in their shoes – what sort of help would you need if you went to work in a different country where they spoke a different language?
› It won’t hurt to pop in from time to time to see how they’re coping at home. It can be quite lonely in a new country.
Getting things done: requests and instructions at work

Why do some new migrants have problems with requests and instructions?

Many new migrant employees are used to a hierarchical workplace structure and managers who speak very directly. New Zealand managers, however, usually speak in a more respectful manner and make their instructions sound like requests rather than orders. It is common for New Zealand employers to use softeners such as:

*Do you think you could pass me that hammer* – rather than – Pass me that hammer.

*It would be a good idea to clean the shed* – rather than – Clean the shed.

Many migrants find these softened or tentative requests and instructions confusing and they are not exactly sure what is expected of them.

How can you make sure that a migrant employee has understood your instruction?

› Avoid giving more than one instruction at a time.
› Be clear about who is to do the task. Use “you” rather than “we” or “I” Could you find that wire – rather than – We will need that wire.
› Repeat or summarise the key points. Give the message at least twice and emphasise the most important details.
› Avoid saying “Do you understand?” A new migrant employee might say “yes” to appear willing, capable and respectful but may not understand completely. Instead, check understanding by asking:

  *What will you do first?*

  *What will you do if you have questions or problems?*

  *Could you summarise the main points that we have been discussing?*
Fitting In: Being part of the team

Being able to communicate and interact with colleagues is one of the key aspects of fitting into a new team. Most new employees need to learn the style of interacting and communicating that is common in their new workplace.

This can be even more challenging for your new migrant employees who are trying to adapt to communication styles in a language that is not their mother tongue. Also, in some cultures small talk and developing personal relationships with workmates is not the norm.

How can you help new migrant employees to fit in?

› Greet your new migrant employees in the morning, even if they do not respond at first. Remember even simple greetings and farewells may not be the norm for some migrants. They do not mean to be unfriendly they may just not be used to talking to superiors in an informal way.

› Encourage your new migrants to join in the small talk at tea breaks and lunch breaks. Show an interest in their background and find out what they see as normal workplace behaviour.

› If there is a lot of joking around in your workplace, include them in this. Again, this may not be something they are used to, but it is an important part of friendly behaviour in many New Zealand workplace teams.

› Give new migrants time to adapt. For some new migrants even ways of showing interest such as nodding and saying “mm, yes,” when listening to someone are not usual. An attentive silence is considered respectful in many cultures.

Also, speaking up when making a contribution in a meeting is not the norm in some cultures. In China, for instance, you must always use a quiet voice when talking to a superior. Encourage your new migrant employees to speak up, like their workmates do, if they are very softly spoken.
More than Words

Workplace communication tips for employers of migrants

**Difficult Talk at Work: refusing, disagreeing and complaining**

In many cultures it is difficult to refuse your boss even if the request is beyond what is normally expected. Sometimes employees need to refuse, disagree or complain. Sometimes you want and expect other opinions and you need to know when there are potential problems.

<table>
<thead>
<tr>
<th>Making refusals and disagreement possible:</th>
<th>Expressing Refusals and Disagreement:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. When asking for something beyond what is normally expected, for example asking your new migrant employee to stay late, make sure they have no other commitments first e.g. <strong>What are your plans for this evening?</strong> If you do not prepare in this way for your request, they may not tell you that they have a family commitment or a church or sports club meeting.</td>
<td>New Zealanders tend to be very indirect and polite when they refuse, disagree and complain. While some new migrants find it difficult to speak out others struggle to express refusals, disagreements and complaints in a suitably polite way. Try not to react too negatively if disagreement is expressed directly or bluntly. Understand that learning to disagree less bluntly and to refuse and complain politely can take some time. Suggesting your new migrant employees read the other side of this card might help them with this.</td>
</tr>
<tr>
<td>2. When asking for feedback make it clear that you want to hear about any problems as well as about things that will work or that are going well. <strong>What changes would you suggest?</strong> <strong>What problems can you see?</strong></td>
<td></td>
</tr>
</tbody>
</table>
Maybe we could... suggestions and advice at work

In some cultures you only give your opinion or make suggestions when invited. In other cultures advice is expected and given at times when New Zealanders would not give advice. New migrants can be unsure when it is appropriate to give advice and opinions in New Zealand workplaces.

New Zealanders also often soften suggestions or opinions at work to avoid imposing their views too strongly on others and risking a relationship breakdown.

Some people use the same words when they are making a suggestion or expressing their opinion as when they are making a request or giving an instruction, e.g.

I wonder if we could....

New migrants may have difficulty understanding whether they have been given a suggestion rather than an instruction. They can also find it difficult to soften suggestions.

How can you help?

1. Directly ask new 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.

Jose, do you have any suggestions about how we can do this?

2. Understand that if they give advice too strongly or bluntly that they may just be having difficulty understanding what is appropriate. English courses often teach the use of “you should” for giving advice for example, but New Zealanders tend to avoid saying this as it is too strong and direct.

3. 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?

Developed in collaboration with the Language in the Workplace Team, School of Linguistics & Applied Language Studies, Victoria University of Wellington
Support for employers of migrant dairy workers

Settlement information for new migrants

Immigration New Zealand provides a free information service for new migrants. You can put your migrant worker in contact with these services, which will provide them with information about living in New Zealand for example, where to find a doctor, how to choose a school for their children, understanding the health system, and clubs and community groups that migrants can join.

There are four ways that you can help your migrant workers access this information:

1. Visit www.newzealandnow.govt.nz
2. Phone 0800 776 948 to ask questions (they can ask for “Language Line” to speak to someone in their own language)
3. Email their questions to newmigrantinfo@mbie.govt.nz
4. Visit a Citizens Advice Bureau near you.
   See www.newzealandnow.govt.nz/local for details about the locations.

Immigration New Zealand

Information and resources about employing migrants, the visa options available, and how to help your new employees settle in New Zealand

www.immigration.govt.nz/employers 0508 558 855
Ministry Of Business, Innovation And Employment Contact Centre
Information about Employment Relations

www.dol.govt.nz/er  0800 20 90 20

Worksafe New Zealand
Information about health and safety

www.business.govt.nz/worksafe  0800 030 040

Worktalk
An online tool designed to improve communication between New Zealand employers or managers and new migrant employees from different cultures

Worktalk.immigration.govt.nz

Visaview
To check if a person who is not a New Zealand citizen has a valid visa to work in New Zealand

www.immigration.govt.nz/visaview

Interpreting New Zealand
Interpreting or ‘spoken translation’ to support effective communications between non-English speakers and government agencies or private businesses.

www.interpret.org.nz  0508 468 377

Office of Ethnic Affairs
For information or advice about ethnic issues

www.ethnicaffairs.govt.nz/contact-us

Visit The Employers Hub

www.immigration.govt.nz/employers
Local information for new migrants

Immigration New Zealand provides a free local information service for new migrants about living and working in New Zealand.

This service can be accessed at the Citizens Advice Bureau in 30 locations around the country.

**South Island**

- **Nelson–Tasman**
  - CAB Nelson–Tasman
  - 9 Paru Paru Road, Nelson.
  - Monday–Friday 9am – 4.30pm

- **Marlborough**
  - CAB Marlborough
  - Marlborough Community Centre, 25 Alfred St, Blenheim.
  - Monday–Friday 9.30am – 4pm

**Canterbury**

- **CAB North Canterbury**
  - Trevor Inch Memorial Library, 141 Percival Street, Rangiora.
  - Monday–Friday 9am – 4.30pm

- **CAB Christchurch City**
  - Ara (formerly CPIT)
  - 15 Williams St, City.
  - (Crnr Ferry Rd. & Williams St.)
  - Monday and Friday 9am – 12pm, Tuesday–Thursday 9am – 3pm

**North Island**

**Free help in your language**
Call 0800 InfoNOW (0800 463 6669) you can ask to talk in your language
<table>
<thead>
<tr>
<th>North Island</th>
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<tbody>
<tr>
<td><strong>Northland</strong></td>
</tr>
<tr>
<td>CAB Whangarei</td>
</tr>
<tr>
<td>Municipal Building, 71 Bank St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm</td>
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<tr>
<td><strong>Auckland</strong></td>
</tr>
<tr>
<td>CAB New Lynn</td>
</tr>
<tr>
<td>New Lynn Library Building, 3 Memorial Drive, New Lynn.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm Saturday 10am – 1pm</td>
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<tr>
<td>CAB Northcote</td>
</tr>
<tr>
<td>Northcote Library Buildings, 5 Ernie Mays, Northcote.</td>
</tr>
<tr>
<td>Monday–Friday 9.15am – 3.30pm</td>
</tr>
<tr>
<td>CAB Eden Albert</td>
</tr>
<tr>
<td>82 St. Lukes Road (by Public Library) Mt Albert.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4pm</td>
</tr>
<tr>
<td>CAB Manurewa</td>
</tr>
<tr>
<td>Library Complex, 71 Hill Road, Manurewa.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4pm Saturday 9am – 11am</td>
</tr>
<tr>
<td>CAB Mangere</td>
</tr>
<tr>
<td>Shop 17, Orly Avenue, Mangere Town Centre.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4pm</td>
</tr>
<tr>
<td>CAB Onehunga</td>
</tr>
<tr>
<td>Community Centre &amp; Library Building, 81 Church St, Onehunga.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4pm Wednesdays open until 7pm Saturday 10am - 12pm</td>
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<th>South Island continued...</th>
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<tbody>
<tr>
<td><strong>Otago</strong></td>
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<tr>
<td>CAB Dunedin</td>
</tr>
<tr>
<td>283-301 Moray Place.</td>
</tr>
<tr>
<td>Monday–Friday 8.45am – 5.30pm Saturday 9.30am – 12 noon</td>
</tr>
<tr>
<td>CAB Queenstown</td>
</tr>
<tr>
<td>44 Stanley St.</td>
</tr>
<tr>
<td>Monday–Friday 9.30am – 4.30pm</td>
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<tr>
<td><strong>Southland</strong></td>
</tr>
<tr>
<td>CAB Invercargill</td>
</tr>
<tr>
<td>97 Spey St.</td>
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<tr>
<td>Monday–Friday 9am – 5pm Saturday 10am – 12pm</td>
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<tr>
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<tbody>
<tr>
<td>CAB Auckland Central</td>
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<tr>
<td>1st floor, Auckland Central Library, 44-46 Lorne St, City.</td>
</tr>
<tr>
<td>Monday and Friday 11am – 3pm Tues–Thurs 9.30am – 4:30pm Saturday 9.30 – 11.30am</td>
</tr>
<tr>
<td>CAB Pakuranga-East Manukau</td>
</tr>
<tr>
<td>Library Building, Aylesbury St, Pakuranga.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm Saturday 9.30 – 11.30am</td>
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<tr>
<td>CAB Browns Bay</td>
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<tr>
<td>2 Glen Road, Browns Bay.</td>
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<tr>
<td>Monday–Friday 9am – 4.30pm</td>
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<tr>
<td><strong>Waikato</strong></td>
</tr>
<tr>
<td>CAB Hamilton</td>
</tr>
<tr>
<td>55 Victoria St.</td>
</tr>
<tr>
<td>Monday–Friday 8.45am – 5pm</td>
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<tr>
<td><strong>Taranaki</strong></td>
</tr>
<tr>
<td>CAB New Plymouth</td>
</tr>
<tr>
<td>Community House, 32 Leach St.</td>
</tr>
<tr>
<td>Monday–Friday 9.30am – 3.30pm</td>
</tr>
<tr>
<td><strong>Whanganui-Manawatu</strong></td>
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<tr>
<td>CAB Palmerston North</td>
</tr>
<tr>
<td>Community House. 77 King St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm</td>
</tr>
<tr>
<td><strong>Bay of Plenty</strong></td>
</tr>
<tr>
<td>CAB Tauranga</td>
</tr>
<tr>
<td>38 Hamilton St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 5pm</td>
</tr>
<tr>
<td>CABRotorua</td>
</tr>
<tr>
<td>Community House, 1115 Haupapa St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 5.30pm</td>
</tr>
<tr>
<td><strong>Gisborne</strong></td>
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<tr>
<td>CAB Gisborne</td>
</tr>
<tr>
<td>124A Bright St.</td>
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<tr>
<td>Monday–Friday 9.30am – 4pm</td>
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<tr>
<td><strong>Hawke’s Bay</strong></td>
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<tr>
<td>CAB Napier</td>
</tr>
<tr>
<td>Community Hub, Community House, 62 Raffles St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4pm Saturday 9.30 am – 12pm</td>
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<tr>
<td><strong>Wellington</strong></td>
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<tr>
<td>CAB Lower Hutt</td>
</tr>
<tr>
<td>Apex House, Cnr Queens Drive and Laings Road.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 5pm</td>
</tr>
<tr>
<td>CAB Upper Hutt</td>
</tr>
<tr>
<td>18 Logan St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm</td>
</tr>
<tr>
<td>CAB Porirua</td>
</tr>
<tr>
<td>2nd Floor, Pember House, 16 Hagley St.</td>
</tr>
<tr>
<td>Monday–Friday 9am – 4.30pm</td>
</tr>
<tr>
<td><strong>Wellington City</strong></td>
</tr>
<tr>
<td>Mezzanine Floor Central Library, 65 Victoria St.</td>
</tr>
<tr>
<td>Opens 9.30am Monday - Friday Closes 6.30pm Tuesday-Thursday Closes 3.30pm Friday Saturday 11am – 1pm</td>
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Acknowledgements

This guide was collaboratively developed by the following organisations:

We wish to thank the Dairy Women’s Network for their assistance with this resource.

A copy of this guide is available online

Visit: www.newzealandnow.govt.nz/guides