

## ENHANCING THE INTEGRATION TO THE LABOR PROCESS FOR APPLICANTS THAT ARE MIGRATING FROM UKRAINE TO THE CZECH REPUBLIC

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### Abstract

In this contribution, the authors describe the starting points and structure of the proposed open methodology, which is intended to help Czech companies in a situation that has lasted for several years on the Czech labor market. The entire concept was based on an extensive statistical survey, focused specifically on the Czech labor market. This investigation was carried out by team members from the National Education Fund. The main goal is to help migrants from Ukraine to integrate faster and more efficiently into the conditions of the Czech labor market. The authors of the contribution were based on the results of a research project supported by the Technological Agency of the Czech Republic as part of the "ÉTA" program.

The migration of citizens from Ukraine increased by a leap after the tragic events of 2022. According to a survey conducted by the Chamber of Commerce, Czech companies show a constant interest in workers from Ukraine, especially in the corporate sphere. The topicality of the situation is evidenced by the interesting conclusions of the Grafton Recruitment agency: four out of five manufacturing and logistics companies want to employ foreigners this year as well [Cit. 25.2.2023]. Available from: <https://www.businessinfo.cz/clanky/> The research included so-called semi-structured interviews in Czech companies, which contributed to the immediate knowledge of HR professionals' needs and on the basis of which the authors conceived a fully applied open methodology. This methodology is based on three pillars - 1. Life career cycle of the worker, 2. Competence model, 3. Decision support system. The whole concept does not neglect the discussion of an anthropocentric basis.

**Key words:** Migration, labor market, indicator, career life cycle of an employee, retraining module, decision-making, competence, system of balanced personal indicators.

**JEL Code:** J58, J61, J83

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## Introduction

Across the instruments that the article contains; general schemes of the possible arrangement of retraining modules, the career life cycle, intersections of competences and their definition can be characterized as starting points framed in microeconomics. In contrast, however, the system of metrics (apart from the modification of the Balanced Score Card method) seems appropriate to derive from methodologies verified primarily at the level of the national economy of European countries. If the authors were faced with a choice of indicators of more general significance, especially describing the evaluation of the integration of immigrants, they would proceed from top to bottom, i.e. from the societal level to the localized level. For example, this EU methodology. (The document "Integration of beneficiaries of international/humanitarian protection into the labor market: policies and good practices" can be cited as an example.) These sufficiently verified procedures characterize the typologies of individual country models. The synthesis of typical attributes of integration can result in the method of analysis and comparison, the proposal of indicators of success in a broader sense. The question of the immigrant's success remains. On a general level, it falls into ontological reflection. On a utilitarian level, this question seems ambivalent - to ask about the success of oneself? Does the interviewer in the role of employer determine what success is? The authors see as a tool for self-reflection the incorporation of a tool with Venn diagrams, which express the intersections of partial acts of self-realization in the field of human participation in the reproductive process (the intersections speak of the reality of mission, talent, enthusiasm). However, the value criteria are transferable and are a tool suitable for personal in-depth interviews with employees.

### **1. Attributes contained in education modules as an integration tool**

The basis of the new implementation modules was to speed up the path leading to working life and further studies, by combining modules according to the target group, for example into professional studies, entrepreneurship, voluntary work, online / distance learning or other mutually combined studies. Due to the wide spectrum of use, everything from career, management and business coaching to life and even spiritual coaching can be integrated into the module creation methodology.

During the so-called orientation module of a more detailed evaluation of the competences of integrating migrants, short-term basic language courses - education can be provided. Also during the module, participants can learn about regional - local working life and educational

offers. (the company often implements entire social measures). If possible, it is part of the so-called social studies orientation module in the participants' mother tongue. In addition, the implementation can be flexible use of local offers such as libraries and other cultural services. When organizing and planning the module, the providing organization should have an orientation in the acquired knowledge and competences based on the assessment, as well as a detailed overview of costs and benefits for the entire career cycle, collected during the phase of integrating education - qualification.

### **1.1 Summary of the characteristic features of evaluation in contemporary Human Resources management**

For the assessment of competences in a certain "field", we proceed from the following working hypothesis: "The target competences are shown to be a complex educational goal. (already considering the career life cycle of the employee itself). To achieve a quantitative nature, it is necessary to "decompose" this into several subsets and then define its measurable components - metrics in those." For example, cognitive components, such as knowledge and understanding, analytical skills or critical thinking, and which can be presented on cognitive scales. max. 14 points), 4) language (max. 26 points) and 5) orientation in a structured or unstructured problem - depends on the level of the profession's ability (max. 16 points) Through "applicant written assessments" data on the candidate's ability to understand , analyze, react, solve the task (in manual activities, then modification of the same metrics - for example, reading drawings, knowledge of procedures). These are the prerequisites when a candidate - adept proves the difference between knowing and being able! Self-assessment of competences and goals (Definition: Competency - authority, authority, scope, usually granted by some authority or belonging to some authority. Authority - power, authority, right to decide competence (competence) - the ability to behave necessary to achieve the desired levels of performance summary knowledge, skills, experience and characteristics that supports the achievement of the result/goal in observable ways by which we achieve effective performance).

Evaluation of competences and goals by a mentor

- Evaluation of competences and goals for the previous period
- Establishment of a personal development plan – development goals of the employee
- Evaluation interview

## **1.2 Use of elements of decision-making methods in the design of the prototyping module of recruitment situations - application page**

Decision-making or the decision-making process can be considered as part of the breadth of the perceived management process. The management process itself is a rather complex matter. At the same time, management also takes place in cycles. The management cycle has two basic aspects, namely the information and decision-making process. The information process is focused on obtaining and using all knowledge and news that convey some new fact. The decision-making process takes place precisely on the basis of the analysis of the obtained information and represents the selection of the most advantageous variant from all the variants that can be considered permissible. The selection of the variant takes place on the basis of the evaluation of the variants according to certain points of view - criteria. Decision-making is currently becoming more and more complicated, also because the seriousness of the problems is increasing and at the same time the decision itself often needs to be made in an increasingly shorter time.

It is important to know what the outcome of the decision-making process is. If we make a decision according to one criterion, the result is the order of the variants as they are evaluated from the most advantageous variant to the least advantageous one. However, it is important that the result is not only the best variant, but the overall ranking, which also provides information about the differences between the individual variants. If we make a decision according to two or more criteria, the decision is more complicated, because according to each criterion we can get a different order of variants. Therefore, the so-called aggregation of partial decisions according to individual criteria must be carried out. This requires determining the importance of the relevant evaluation criteria before evaluating and selecting the best option. However, with the use of standard software support, even these decisions can be ensured in a sophisticated way.

The above-mentioned facts led the authors to use the results of decision-making processes to evaluate the effectiveness of some sub-stages of the so-called career cycle, especially in the sense that with the use of computer technology, in dialog mode and in real time, the results of decision-making processes can be obtained very quickly for any new or changed information:

The authors created a basic - default model situation, where recruitment situations can be variants. The evaluation criteria are considered to be aggregate and are also given importance weights using standard methods. In our model case, we use the pairwise comparison method.

Each summary evaluation criterion contains several sub-criteria. Each such sub-criterion is assessed on a five-point scale. A cost quantification is assigned to each stage. The value of the summary criterion is then the sum of the partial values of the subcriteria.

The overall evaluation, the so-called aggregation of criteria according to the individual summary evaluation criteria, is carried out by the sum of the standardized summary criteria, i.e. each summary criterion is multiplied by the value of its importance weight. In this way, an assessment is obtained for individual workers, which contains the relevant recruitment situation.

The advantage of the model is that it allows to recalculate at any moment of the evaluation, a change in source data, i.e. cost quantification for individual subcriteria.

A system of criteria and sub-criteria for variants representing recruitment situations. The proposal for evaluation criteria can be as follows (evaluation criteria are considered competences here):

*Tab. 1: Competences as evaluation criteria*

<b>Language competence</b>	<b>Professional competence</b>	<b>Accommodation competence</b>	<b>Salary competence</b>
reading	drawings	accommodations	recruitment contribution
communication	work with equipment (machine)	diet	monthly salary
writing	professional communication	distance	performance rewards
other	Other	other	Other

Source: own

In the module, it is also important to determine and then evaluate the following data:

Determination

- summary criteria
- set partial sub-criteria for each summary criterion
- scoring scale for each sub-criterion
- cost quantification of each sub-criterion for each scoring scale
- the structure of each of the evaluated recruitment situations, i.e. required workers

Each recruitment variant therefore contains a certain number of workers evaluated according to aggregate criteria. To approximate the calculation, it is necessary to clarify the following quantities used:

$NS_i$ ... total standardized value of recruitment situation  $i = 1, \dots, s$

$Nb_{ijr}$ ... partial point value of subcriterion  $r$  of recruitment situation  $i$  for worker  $j$   $r = 1, \dots, l$

$Nn_{ijr}$ ... partial cost value of subcriterion  $r$  of recruitment situation  $i$  for worker  $j$   $r = 1, \dots, l$

$NS_{ij}$ ... partial standardized cost value of recruitment situation  $i$  for worker  $j$   $j = 1, \dots, t$

$KR_k$ ... value of the importance weight of the summary evaluation criterion  $k = 1, \dots, m$

$s$ ... number of recruitment situations (5)

$t$ ... number of evaluated workers in the recruitment situation  $i$  (4)

$l$ ... number of subcriteria within the overall evaluation criterion (4)

$m$ ... number of summary evaluation criteria (4)

Values intended for prototyping evaluation of recruitment situations are given in parentheses.

The point value of the subcriterion  $r$  is transformed  $\rightarrow$  to its cost value by

$$NB_{ijr} \rightarrow NN_{ijr} \quad (i = 1, \dots, s \quad j = 1, \dots, t \quad r = 1, \dots, l)$$

The point value of the subcriterion  $r$  is transformed  $\rightarrow$  to its cost value by

that for each point value of each sub-criterion, its cost value is assigned.

Calculations performed in tables for individual summary criteria

$$NS_{ij} = \sum_{r=1}^l \sum_{k=1}^m NN_{ijr} \cdot KR_k \quad (1)$$

$$(i = 1, \dots, s)$$

calculations performed in the table of Fig. 1- Recruitment – Hiring

$$NS_i = \sum_{j=1}^t NS_{ij} \quad (2)$$

$$(i = 1, \dots, s)$$

obtained, where the smallest value of the recruitment situation  $NS_i$  is considered the most advantageous recruitment situation.

Fig. 1: Illustrational table for hiring

Nábor č.	pracovník 1	pracovník 2	pracovník 3	pracovník 4	celkový počet bodů jednotlivých Náborů (normovaných nákladů)	pořadí
1	1 pom. dělník CZ 63025,00	1 pom. dělník CZ 65966,67	1 pom. dělník CZ 61333,33	1 pom. dělník UA 45925,00	235 950	3
2	2 pom. dělník CZ 90750,00	2 pom. dělník CZ 65966,67	2 pom. dělník UA 88166,67	2 pom. dělník UA 25960,00	250 543	5
3	3 pom. dělník CZ 98500,00	3 pom. dělník UA 45925,00	3 pom. dělník UA 45925,00	3 pom. dělník UA 45925,00	236 275	4
4	4 pom. dělník CZ 36535,00	4 pom. dělník CZ 45925,00	4 pom. dělník CZ 45925,00	4 pom. dělník CZ 45925,00	174 310	1
5	5 pom. dělník UA 28360,00	5 pom. dělník UA 68166,67	5 pom. dělník UA 68166,67	5 pom. dělník UA 68166,67	232 860	2

Source: own

## 2. Discussion towards suggested tools for migrants that are explained by methodology

This methodology is based on three pillars - 1. Life career cycle of the worker, 2. Competence model, 3. Decision support system. The whole concept does not neglect the discussion of an anthropocentric basis.

The Life career cycle was selected to illustrate one of the pillars of the methodology.

Personal critical factors (hereinafter referred to as CF – critical factors) are derived from personal ambitions. They are related to four perspectives, internal, external, knowledge, learning and financial. Personal CF forms a bridge between personal ambition (long-term) and, on the other hand, between personal goals, performance measurement, and improvement goals.

The key points of the modification are made in the following related aspects:

Personal balanced scoring of at least four CFs:

- Each CF has one or more related personal goals.
- Each objective has one associated performance measure.
- Each performance measure has an associated objective.
- Each objective is linked to one or more related improvement measures.

CF constitutes milestones that should be implemented. They are the main competencies contained in personal self-expression (with which the employee actually operates). Also his idealized core competencies (the ones he thinks should work) that he should further develop to change his life towards work-life balance.

This paper briefly introduced some of the tools for integration of migrants that are complex as for the so-called career life cycle of an employee." . Already in the opening part of the contribution, we outlined a very serious theoretical starting point, aimed at projecting the hermeneutic circle into the entire process of evaluating a job applicant, and especially in the

case of foreign applicants, it is impossible to abstract from the outlined anthropocentric starting points.

Jirka, L., & Leontiyeva, Y. (2022) or Perunová, M., & Zimmermannová, J. (2022) discussed migration in detail. at the level of the Czech Republic and at the level of Europe Baglioni, S., Calò, F., & Numerato, D. (2022) or Benčík, M. (2022) and also González-Leonardo, M., Bernard, A., García-Román, J., & López-Gay, A. (2022) in relation to education.

## **Conclusion**

As it was said in the introductory article, the authors believe that the way of choosing indicators cannot lead, if it is to be systematic, through randomly selected or selected indicators from the already vast number of them that are processed by various consulting companies. The modification of the principle of balanced score indicators appears to be far more beneficial and, above all, taking into account perspectives. Furthermore, a brief outline of the procedure of this modification was made from both perspectives - both the employee and the company.

The first step of the recommendation is for the individual employees to define and formulate their personal ambitions. It is a starting step to be able to translate these into their personal balanced score, so that ambition intersects with reality. Personal ambitions cannot be formulated without setting goals leading to continuous self-improvement.

The integrating tool is designed software support with elements of decision-making methods (prototyping module). It enables optional quantification in the area of recruitment situations, i.e. expression in a specific financial unit. The very essence of this support is a very important criterion and actually a metric of the job applicant's success, as his success is viewed from the professional disciplines that the job applicant should fulfill. The company defines the price it will pay for the respective level of mastery according to ad hoc conditions. Part of this support is an explanation for the user, along with a description of the important relationships that are automatically implemented in the calculations. It is important to draw attention to another benefit of this instrument – it does not have a limited valence to a purely deficit situation, but also to a situation with an oversupply, when with the help of software support the company can quantify the rate of savings by possibly reducing the number of workers.

The authors of the contribution agree on the need for an individual approach to applicants, which must be transferable to normal conditions, when HR professionals are not forced to look for foreign labor. The recommendation consists in the use of a tool based on the intersection of the applicant's "aptitudes" and his goals. As an example, let's cite mission, vocation, talent,



enthusiasm. It is surprising how important (often underappreciated) soft methodologies are. In the event that the candidate fails in the initial phase, the task of an individual approach should be the non-transferable knowledge of one's own limitations and, above all, the direction of his further development trajectory. In conclusion, the authors state that the results of the proposed study will reach the end user through the application guarantor, which is the Chamber of Commerce of the Czech Republic). Already during the design of the integration tools, they had in mind the specific needs of small and medium-sized enterprises. They maintained feedback with the application guarantor throughout the entire design process. It turned out that corporate social responsibility is significant especially in smaller localities and smaller businesses. Managers of this type of business often employ whole families, know the environment, know the social background of the employees and are fully familiar with the possibilities of the region. The top management has a diametrically different relationship to organizing - they prefer informal organizational elements, they conduct interviews about the amount of remuneration - the employee knows why his remuneration is reduced or increased. The relationship with immigrants - job seekers is not negligible, when it is far from filling a gap in the profession. These managers tend to be interested in the development of the region - the city in which they live, and therefore it is not unusual for them to help attract immigrants for areas outside their main activity - they help the service area, the maintenance of the locality.

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