Utilisation of Immigrant Language Resources in International Business, Trade and Tourism in New Zealand

Noel Watts and Andrew Trlin

NEW SETTLERS PROGRAMME

MASSEY UNIVERSITY

1999
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EXECUTIVE SUMMARY

The project has involved: (a) a survey of 187 companies and organisations involved in international business, trade and tourism to gain precise information concerning the extent to which the linguistic skills and cultural background knowledge of immigrant employees are being utilised; (b) follow-up interviews with 19 of the companies to identify best practice features in the utilisation of immigrant language resources; and (c) a survey of 52 immigrants from non-English speaking backgrounds (NESB) with tertiary-level New Zealand business qualifications.

- Of the 187 companies or organisations that responded, 130 (69.5 per cent) reported that they had NESB immigrants in their workforce: 62 (70.5 per cent) out of the 88 companies involved in tourism, 58 (65.9 per cent) of the 88 exporting companies and 10 (90.9 per cent) of the 11 companies engaged in other areas of international business.

- Ninety-seven (74.6 per cent) of the companies employing NESB immigrants reported that use was made at work of their native languages in some way. Greater use of NESB immigrant language skills was noted in companies in the ‘tourism’ category; 91.9 per cent of the tourism companies that employed NESB migrants indicated that use was made of NESB language skills, compared with 55.2 per cent of the companies in the ‘exporting’ category and 80 per cent of companies in the ‘other’ category.

- Reported overall use of the cultural background of NESB migrants employed in the companies surveyed was lower than use of their language skills: 59.7 per cent of tourism companies that employed NESB immigrants; 25.9 per cent of ‘exporting’ companies; 30 per cent of companies in the ‘other’ category.

- Only 38 (29.2 per cent) of the 130 companies employing NESB immigrants indicated that they made use of their overseas business connections: 32.3 per cent of the ‘tourism’ companies compared with 29.3 per cent of the ‘exporting’ companies and 10 per cent of the ‘other’ companies.

- Best practice features identified in company interviews included: the development of explicit recruitment and appointment policies that identify the advantages immigrants might bring; personal assistance (pre-arrival, on-arrival and later); induction programmes that focus on the needs of immigrants and provide them with knowledge and
understanding of the company culture; and identification and effective use of their linguistic skills and cultural knowledge.

- Thirty-two (61.5 per cent) out of the 52 respondents in the survey of NESB immigrants had gained tertiary level qualifications in their countries of origin. They had all completed tertiary-level studies in the business area in New Zealand; most (75 per cent) had Masters degrees or above.

- Thirty (57.7 per cent) of the NESB immigrants surveyed were currently employed in New Zealand as wage or salary earners, while a further 11 (21.2 per cent) were self-employed. Of those employed, 32 (78 per cent) were working full-time.

- Twenty-nine (70.7 per cent) of the 41 respondents in employment said that they made use of their native speaker skills at work, mainly for assisting clients and socialising with others who speak the language. Five (12.2 per cent) regarded their native language skills to be “very important” or “essential” to their work. Overall, however, the reported incidence of use of native speaker skills was slight; the majority reported use of their native language at work up to three times a month.

- Fourteen (34.1 per cent) of the 41 NESB immigrant respondents currently employed said that their cultural backgrounds were relevant to their work activities. For ten of these respondents the use of their cultural backgrounds was considered to be “very important” or “essential” to their work.

- Only seven (17.1 per cent) of the NESB immigrants reported that they made use of their business connections in their employment. None of these respondents considered the use of their business connections to be “essential” to their work, although two (employed in ‘exporting’ category companies) said that these connections were “very important”.

- Over three-quarters of the NESB immigrants were strongly of the opinion that their native speaker skills could be used to better advantage and that more effective use could be made of immigrants’ experience of life in countries where English is not the first language.

The conclusion drawn is that while a number of companies are making very good use of the language skills and cultural backgrounds of NESB immigrant employees, overall these resources are under-utilised. There is considerable potential for drawing more on this reservoir of skills and knowledge as the customer base of New Zealand companies becomes more international.
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INTRODUCTION

The strength of New Zealand's economy and the prosperity of its citizens are heavily dependent upon overseas earnings generated through international business, trade and tourism. In a highly competitive international trading environment, New Zealand has to take up all opportunities to maximise its market share. This has implications for the use of languages other than English in marketing and business negotiations for, as Crocombe et al. (1991: 103) have observed in their economic study of New Zealand business performance in the international marketplace, there is a distinct competitive advantage in employing the languages of customers.

The question then arises as to where these language capabilities may be found. A variety of options are available to New Zealand companies. One option is to bring in on short-term contracts nationals from other countries. This is a temporary solution which is adopted by some tourism companies involved in organising group tours for people from a particular country such as Japan, Korea or Taiwan. For export marketing, foreign nationals may also be appointed as agents. These options, however, have disadvantages in that the appointees may not be seen to fit in with company cultures or possess the high levels of English competence necessary for communication with New Zealand staff. A more satisfactory option for some companies is to use the New Zealanders on their staff who have studied foreign languages. But this also has drawbacks as their level of fluency may not be sufficient to cope with the subtleties of negotiation with native speakers.

A further option is to make use of the multilingual resources in the New Zealand community - the pool of native speakers of languages other than English provided by immigrants from countries where English is not the first language. As Kipp et al. (1995: 19) maintain in reference to the situation in Australia:

The advantages of this course of action are obvious in terms of both capitalising on a valuable resource and raising the status of the groups concerned. In this way Australia's economic and strategic needs can be met while providing equity, in terms of self-esteem and prestige, for Australians of a non-English-speaking background.

The same observation applies to the employment of immigrants from non-English speaking backgrounds (NESB) in New Zealand (Waite, 1992).

Figures from the 1996 Census (Statistics New Zealand, 1997a) give an indication of the size of the population in New Zealand claiming to possess proficiency in languages other than English. The number claiming proficiency in two languages was 399,204; three languages - 53,379; four languages - 11,724; five languages - 3,330; and six or more languages - 1,077.
The numbers of speakers in the 15 largest language groups apart from English and Maori are given in Table 1.

**Table 1. Speakers of languages other than English and Maori in New Zealand, 1996**

<table>
<thead>
<tr>
<th>Languages</th>
<th>No. of speakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Samoan</td>
<td>70,878</td>
</tr>
<tr>
<td>French</td>
<td>45,216</td>
</tr>
<tr>
<td>Cantonese</td>
<td>33,579</td>
</tr>
<tr>
<td>German</td>
<td>31,983</td>
</tr>
<tr>
<td>Dutch</td>
<td>27,471</td>
</tr>
<tr>
<td>Tongan</td>
<td>19,113</td>
</tr>
<tr>
<td>Japanese</td>
<td>18,756</td>
</tr>
<tr>
<td>Northern Chinese</td>
<td>18,483</td>
</tr>
<tr>
<td>Hindi</td>
<td>12,879</td>
</tr>
<tr>
<td>Korean</td>
<td>11,154</td>
</tr>
<tr>
<td>Spanish</td>
<td>10,692</td>
</tr>
<tr>
<td>Gujarati</td>
<td>8,760</td>
</tr>
<tr>
<td>Cook Islands Maori</td>
<td>8,568</td>
</tr>
<tr>
<td>Italian</td>
<td>6,291</td>
</tr>
<tr>
<td>Niuean</td>
<td>5,835</td>
</tr>
</tbody>
</table>

(Statistics New Zealand, 1997b)

Although 1996 Census figures do not give an exact indication of how many of the speakers in each of the language groups have full native speaker competence, they still suggest that there is a not inconsiderable pool of expertise. Following the model used in an Australian calculation of the potential value of the multilingual resources available in Australia’s NESB immigrant population (National Languages and Literacy Institute of Australia, 1994), one can arrive at a figure of around $6 billion in the case of the NESB immigrant population in New Zealand (Watts, 1998).

But the question remains as to whether or not these language skills are being utilised to further New Zealand’s economic interests. To what extent have New Zealand companies taken advantage of the moves in recent years to widen the scope of immigration from non-traditional sources in order to add to the nation’s human capital, encourage enterprise and innovation, secure funds for investment and strengthen international business, trade and
tourism linkages (see New Zealand Immigration Service, 1995a: 8-9 and 1995b: 3; Trlin, 1997)?

Unfortunately, large gaps exist in research with regard to both the employment of NESB immigrants generally, and in particular the use of their proficiency in languages other than English for work purposes. Most of the research carried out in New Zealand into the role of languages in international business has not differentiated between the use of foreign language skills of New Zealand-born employees and the native speaker skills of immigrants from countries where English is not the first language (Dunmore and Rollason, 1966; Dunmore and Brooker, 1976; Levett and Adams, 1987; Watts, 1987, 1992, 1994; Enderwick and Gray, 1992; Watts and Williamson, 1994).

The aim of the project reported here has been to investigate more closely this issue of the utilisation of immigrant language resources. The project is one of a number of studies intended to provide information about the host society context for immigration in the New Settlers Programme (NSP). The general aim of the NSP is to contribute to the attainment of three broad, interrelated outcomes:

- the development of a balanced, well integrated institutional structure of immigration (see Trlin, 1993 for a definition and discussion);
- a reduction in the difficulties experienced by immigrants in the process of resettlement;
- an increase in the benefits accruing to New Zealand from its targeted immigration programme.

For further details on the NSP, see Trlin et al. (1998).
METHODOLOGY

The project has involved: (a) a survey of companies and organisations involved in international business, trade and tourism to gain precise information concerning the extent to which the linguistic and cultural skills and knowledge of immigrant employees are being utilised; (b) follow-up interviews with certain selected companies to identify best practice features in the utilisation of immigrant language resources; and (c) a small survey of NESB immigrants with tertiary-level New Zealand business qualifications. Each of these components is described below.

Survey of New Zealand Companies

A 42-item questionnaire was devised and piloted amongst Palmerston North companies (see Appendix 1). After piloting, 460 companies and organisations throughout New Zealand received questionnaires through the post in July-August 1998. These companies and organisations were targeted on the basis of information concerning their involvement in non-English speaking markets provided in the New Zealand Export Yearbook 1998, the New Zealand Trade Directory 1998-99 and the Travel Industry Directory and Information Guide 1998.

Each of the companies and organisations was invited to fill in and then return the questionnaire in the Freepost envelope provided. They were also asked whether or not they would be agreeable to participating in interviews to help identify best practice in the use of immigrant language resources. Two hundred and fifteen questionnaires were returned of which 28 were uncompleted. This represents a return rate (for the 187 completed questionnaires) of 41 per cent.

Interviews with Companies

The second stage of this study involved follow-up interviews with 19 companies to identify best practice features in relation to the use of immigrant language and cultural resources. The 19 companies were selected from the 187 that returned questionnaires on the basis of demonstrating innovative ways of using immigrant language resources. Interviews were conducted in September-October 1998 in the main centres (Auckland, Wellington, Christchurch, Dunedin) as well as in three provincial towns and cities (Marton, Napier, Palmerston North).
Survey of NESB Immigrants

A postal survey was conducted in September-October 1998 amongst NESB immigrants who had completed degrees and postgraduate diplomas in the business area in New Zealand. The survey involved a structured questionnaire as well as open-ended questions and was intended to obtain comparative data on the views and experiences of NESB immigrants in relation to company employment policies and practices.

Access to this group was gained mainly through the co-operation of the Alumni Associations of the University of Auckland and Massey University, with some extra assistance provided by the Federation of Ethnic Councils. As confidentiality and privacy issues prevented access to details of countries of origin of students, the selection had to be made mainly on the basis of the names of students who had graduated in the past five years, which meant that a number of those who received questionnaires may not, in fact, have been NESB immigrants. A further problem was that in some cases the Alumni mailing lists were not up to date.

Questionnaires were received by 156 graduates from New Zealand tertiary institutions. Sixty-four were returned by the due date, a return rate of 41 per cent. Twelve of these 64 returned questionnaires were from people who did not identify themselves as NESB immigrants. These cases were excluded from the analysis.
RESULTS OF THE COMPANIES’ SURVEY

Profile of the Companies

1. Main activities

For the purposes of this study, the main activities of the 187 companies and organisations that participated in the postal survey can be grouped into three categories: ‘tourism’, ‘exporting’ and ‘other’. These categories may be defined as follows: ‘tourism’ includes in-bound tour operators, as well as companies involved in tourism information and services; ‘exporting’ refers to companies involved in the production and/or marketing of food and beverages and other manufactured goods whose sales/services are geared mainly to offshore clients; and the ‘other’ category refers mainly to companies involved in a variety of activities that range from the provision of technical or financial services to consulting, again primarily for offshore clients. The number of companies in each category was: ‘exporting’ 88, ‘tourism’ 88, and ‘other’ 11. Only one company (in the ‘other’ category) was found not to be involved in international business at the time of the survey.

A more detailed breakdown of the activities of the 187 companies is given in Table 2.

Table 2. Business activities of the companies participating in the survey, 1998

<table>
<thead>
<tr>
<th>Business activities</th>
<th>No. of companies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exporting (food and beverages)</td>
<td>64</td>
<td>34.2</td>
</tr>
<tr>
<td>Exporting (other products)</td>
<td>24</td>
<td>12.8</td>
</tr>
<tr>
<td>Tourism services</td>
<td>49</td>
<td>26.2</td>
</tr>
<tr>
<td>Tour arrangements</td>
<td>31</td>
<td>16.6</td>
</tr>
<tr>
<td>Tourism information</td>
<td>8</td>
<td>4.3</td>
</tr>
<tr>
<td>Other international business</td>
<td>10</td>
<td>5.4</td>
</tr>
<tr>
<td>Local business only</td>
<td>1</td>
<td>0.5</td>
</tr>
</tbody>
</table>
2. **Staffing**

Seventy-three (39 per cent) out of the 187 companies had less than 26 employees. These, in the main, were in-bound tourism companies and specialist manufacturing companies. At the other end of the scale were 21 large companies (11.2 per cent) with 200 or more employees, including six with a workforce of 1000 or more. These latter companies comprised producer boards and some major manufacturing firms with extensive business interests in New Zealand and overseas.

The CEOs of the companies surveyed tended in the main to be aged 40 or over, born in New Zealand and of European ethnic origin. Over half of the CEOs had had work experience in countries where English is not spoken as a first language. In the main, the CEOs were monolingual English speakers, although 12 (6.4 per cent) were multilingual with proficiency in three or more languages. Companies headed by CEOs born in countries where English is not the main language tended to make more use of the language skills of NESB employees than companies headed by CEOs born in English-speaking countries. This may reflect the fact that many of the companies with NESB CEOs were small and operating in niche areas in the countries of origin of the CEOs.

3. **Overseas markets**

The main regions of origin of customers or clients in/from non-English speaking backgrounds were Asia, Europe, the Pacific and Latin America. Almost two-thirds of the companies had business dealings with more than five overseas countries. Australia, the United States, Japan, the United Kingdom and Germany featured as the most important of the 55 countries which were named as trading partners in the survey. For almost half of the companies, customers or clients in/from these countries represented a quarter or more of their total business. For 14 per cent of the companies this amounted to 75 per cent or more of total business.

4. **Languages other than English used in business dealings**

The respondents identified 33 languages that were used for written and/or spoken purposes in business dealings. These languages ranged from international languages such as French and Spanish to creole and pidgin languages such as Tok Pisin (Papua New Guinea) and Bislama (Vanuatu). The main languages were, in order, Japanese, Chinese (which apart from Mandarin includes other Chinese languages/dialects), German, French and Spanish. The number of responses for the different languages can be seen in Table 3 (derived from a question wherein the respondents were asked to identify up to five languages used in business dealings with their clients or customers).
Table 3.  Languages used in business dealings, participating companies 1998

<table>
<thead>
<tr>
<th>Languages</th>
<th>No. of responses</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japanese</td>
<td>87</td>
<td>46.5</td>
</tr>
<tr>
<td>Chinese languages/dialects</td>
<td>82</td>
<td>43.9</td>
</tr>
<tr>
<td>German</td>
<td>57</td>
<td>30.5</td>
</tr>
<tr>
<td>French</td>
<td>44</td>
<td>23.6</td>
</tr>
<tr>
<td>Spanish</td>
<td>35</td>
<td>18.7</td>
</tr>
<tr>
<td>Korean</td>
<td>30</td>
<td>16.0</td>
</tr>
<tr>
<td>Dutch</td>
<td>14</td>
<td>7.5</td>
</tr>
<tr>
<td>Thai</td>
<td>13</td>
<td>7.0</td>
</tr>
<tr>
<td>Italian</td>
<td>11</td>
<td>5.9</td>
</tr>
<tr>
<td>Malay</td>
<td>8</td>
<td>4.3</td>
</tr>
<tr>
<td>Arabic</td>
<td>7</td>
<td>3.7</td>
</tr>
<tr>
<td>Indian languages/dialects</td>
<td>6</td>
<td>3.2</td>
</tr>
<tr>
<td>Samoan</td>
<td>6</td>
<td>3.2</td>
</tr>
<tr>
<td>Tongan</td>
<td>5</td>
<td>2.7</td>
</tr>
<tr>
<td>Indonesian</td>
<td>4</td>
<td>2.1</td>
</tr>
<tr>
<td>Portuguese</td>
<td>3</td>
<td>1.6</td>
</tr>
<tr>
<td>Czech</td>
<td>3</td>
<td>1.6</td>
</tr>
<tr>
<td>Swedish</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Danish</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Greek</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Fijian</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>6.4</td>
</tr>
</tbody>
</table>

Employment of Immigrants

1. Composition of the workforce

Of the 187 companies, 130 (69.5 per cent) reported that they had NESB immigrants in their workforce. Sixty-two (70.5 per cent) out of the 88 companies in the ‘tourism’ category reported that they employed NESB immigrants compared with 58 (65.9 per cent) of the 88 in the ‘exporting’ category and 10 (90.9 per cent) of the 11 companies in the ‘other’ category. The application of chi-square as a goodness of fit test produces a result that indicates that this is a non-significant difference between ‘tourism’ companies and ‘exporting’ companies (chi-square of 0.1334 < chi-square critical value of 3.84, df = 1, p < .05). In this analysis the ‘other’ category was excluded as the frequencies were too small.
The majority of the companies indicated that NESB employees made up 10 per cent or less of their workforce. However, over a third of the ‘tourism’ companies reported that NESB immigrants made up over half their workforce. In the main these were tourism companies that specialised in arranging tour groups from Europe and Asia.

### Table 4. NESB immigrants as a percentage of the workforce by company categories, participating companies 1998

<table>
<thead>
<tr>
<th>Percentage of workforce</th>
<th>Tourism No.</th>
<th>Tourism %</th>
<th>Exporting No.</th>
<th>Exporting %</th>
<th>Other No.</th>
<th>Other %</th>
<th>Total No.</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>13</td>
<td>21.0</td>
<td>12</td>
<td>20.7</td>
<td>4</td>
<td>40.0</td>
<td>29</td>
<td>22.3</td>
</tr>
<tr>
<td>3-10</td>
<td>21</td>
<td>33.9</td>
<td>29</td>
<td>50.0</td>
<td>1</td>
<td>10.0</td>
<td>51</td>
<td>39.2</td>
</tr>
<tr>
<td>11-25</td>
<td>5</td>
<td>8.1</td>
<td>8</td>
<td>13.8</td>
<td>1</td>
<td>10.0</td>
<td>14</td>
<td>10.8</td>
</tr>
<tr>
<td>26-50</td>
<td>11</td>
<td>17.7</td>
<td>3</td>
<td>5.2</td>
<td>2</td>
<td>20.0</td>
<td>16</td>
<td>12.3</td>
</tr>
<tr>
<td>51-100</td>
<td>11</td>
<td>17.7</td>
<td>2</td>
<td>3.4</td>
<td>0</td>
<td>0.0</td>
<td>13</td>
<td>10.0</td>
</tr>
<tr>
<td>Unspecified</td>
<td>1</td>
<td>1.6</td>
<td>4</td>
<td>6.9</td>
<td>2</td>
<td>20.0</td>
<td>7</td>
<td>5.4</td>
</tr>
</tbody>
</table>

2. **Main areas of employment of NESB immigrants**

Immigrant employees tended to be found more in semi-skilled and unskilled positions, especially in companies in the ‘exporting’ and ‘other’ categories. No doubt this reflects the relatively high numbers of immigrants (especially Pacific Island immigrants) in production areas. A higher proportion of immigrants in skilled roles (such as guides and tour co-ordinators) was noted in the ‘tourism’ category. Overall, almost a quarter of the NESB immigrants employed in the companies were in managerial positions (Figure 1).

3. **English language skills**

The companies were almost unanimous in reporting that the English language competency of immigrant employees was not a problem. The English language proficiency of NESB employees was considered adequate for work purposes by 99.2 per cent of the companies and adequate for social purposes by 95.3 per cent of the companies.
4. Recruitment policies

Of the 187 companies, only 21 (11.2 per cent) reported an explicit company policy concerning the recruitment of immigrants. As shown in Table 5, the percentage of companies with such policies varied across the categories and (as expected) was headed by the ‘tourism’ companies with 14.8 per cent.

Table 5. Immigrant recruitment policies by company categories, participating companies 1998

<table>
<thead>
<tr>
<th></th>
<th>Tourism</th>
<th>Exporting</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of companies in the survey</td>
<td>88</td>
<td>88</td>
<td>11</td>
</tr>
<tr>
<td>Companies with explicit policies on immigrant recruitment</td>
<td>(No.) 13</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(%) 14.8</td>
<td>8.0</td>
<td>9.1</td>
</tr>
</tbody>
</table>

The companies with policies on immigrant recruitment referred to the following as reasons for the policy guidelines in place.
(a) Need to recruit the best applicants

Many of the comments on staff recruitment emphasised the need to recruit the best applicants available for specified positions, regardless of their country of origin. As one exporting company reported: “We are a global multinational company and expect movement between countries of staff for various projects. So we look globally for key positions when recruiting”.

(b) Recruitment for particular positions that cannot be filled locally

For some positions, recruitment would have to be made offshore as applicants with the necessary competencies were difficult to obtain in New Zealand. Examples of professionally qualified personnel in short supply were computer programmers and software developers. Similarly, two occupational areas mentioned which required a particular blend of work experience and cultural background not easily found in New Zealand, were Halal butchers and Chinese chefs.

(c) Recruitment for positions involving cross-cultural communication skills

Some positions required people familiar with cross-cultural communication environments. Recruitment for these positions could either be made locally amongst the pool of immigrants with work permits or New Zealand resident status, or through overseas employment agencies. The most frequently cited positions in this category were tour guides, tour co-ordinators and sales assistants in duty free shops. A more specific case was that of co-ordinators of joint ventures between New Zealand and overseas companies such as Russian fishing interests.

(d) English requirements

Competency in English was emphasised as a critical consideration. Typical of the responses received was this stipulation of a tourism company engaged in transportation services: “Immigrants must possess above average [English] communication ability - both verbal and written”. One exception noted was the case of Cantonese-speaking chefs, where no contact with the English-speaking public was involved.

(e) Affirmative action

One company (engaged in casino operations) endorsed affirmative action in respect to providing special employment opportunities for minorities. As the company commented: “We want our workforce to reflect the community.”
(f) Immigration status

A number of the companies identified immigration status as a major consideration in recruitment plans. For example: "Immigrants must possess a work visa" and "Must be a New Zealand resident." This was emphasised even more forcibly in the follow-up interviews. Interviewees complained of problems with immigration procedures and said that this had influenced their company, persuading them to recruit only within New Zealand.

Language Use of NESB Immigrant Employees

1. Language backgrounds

The language backgrounds of the NESB immigrants in the 130 companies that employed them are set out in Table 6. 'Chinese' figured most prominently in the responses, followed by Japanese, Samoan and German.

<table>
<thead>
<tr>
<th>Languages</th>
<th>No. of responses</th>
<th>% of companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese languages/dialects</td>
<td>60</td>
<td>46.2</td>
</tr>
<tr>
<td>Japanese</td>
<td>43</td>
<td>33.1</td>
</tr>
<tr>
<td>German</td>
<td>38</td>
<td>29.2</td>
</tr>
<tr>
<td>Samoan</td>
<td>38</td>
<td>29.2</td>
</tr>
<tr>
<td>Indian languages/dialects</td>
<td>30</td>
<td>23.1</td>
</tr>
<tr>
<td>Dutch</td>
<td>27</td>
<td>20.8</td>
</tr>
<tr>
<td>French</td>
<td>27</td>
<td>20.8</td>
</tr>
<tr>
<td>Tongan</td>
<td>23</td>
<td>17.7</td>
</tr>
<tr>
<td>Korean</td>
<td>16</td>
<td>12.3</td>
</tr>
<tr>
<td>Spanish</td>
<td>16</td>
<td>12.3</td>
</tr>
<tr>
<td>Malay</td>
<td>14</td>
<td>10.8</td>
</tr>
<tr>
<td>Indonesian</td>
<td>11</td>
<td>8.5</td>
</tr>
<tr>
<td>Thai</td>
<td>11</td>
<td>8.5</td>
</tr>
<tr>
<td>Arabic</td>
<td>8</td>
<td>6.2</td>
</tr>
<tr>
<td>Filipino/Tagalog</td>
<td>6</td>
<td>4.6</td>
</tr>
<tr>
<td>Other</td>
<td>31</td>
<td>23.8</td>
</tr>
</tbody>
</table>

Frequencies for the seven main languages represented are given by company categories in Table 7. These figures show that Chinese, Japanese and German were the main languages spoken by NESB employees in the 'tourism'
companies, which reflects the recent focus of in-bound tourism as far as countries where English is not the main language is concerned. On the other hand, Samoan and Chinese show up strongly in the 'exporting' category.

Table 7. Languages spoken by NESB immigrant employees by company categories, participating companies 1998

<table>
<thead>
<tr>
<th>Languages</th>
<th>Tourism No.</th>
<th>Exporting No.</th>
<th>Other No.</th>
<th>Total No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese languages/dialects</td>
<td>35</td>
<td>22</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>Japanese</td>
<td>30</td>
<td>10</td>
<td>3</td>
<td>43</td>
</tr>
<tr>
<td>German</td>
<td>25</td>
<td>11</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Samoan</td>
<td>12</td>
<td>24</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Dutch</td>
<td>13</td>
<td>14</td>
<td>0</td>
<td>27</td>
</tr>
<tr>
<td>French</td>
<td>14</td>
<td>9</td>
<td>4</td>
<td>27</td>
</tr>
<tr>
<td>Indian languages/dialects</td>
<td>14</td>
<td>13</td>
<td>3</td>
<td>30</td>
</tr>
</tbody>
</table>

2. Work use of languages other than English by NESB immigrants

Ninety-seven (74.6 per cent) of the 130 companies employing immigrants reported that their NESB employees used their native languages at work in some way. Greater use of NESB immigrant language skills was noted in companies in the ‘tourism’ category. Fifty-seven (91.9 per cent) of the ‘tourism’ companies that employed NESB migrants said that use was made of immigrant employee skills, compared with 32 (55.2 per cent) of the companies in the ‘exporting’ category and 8 (80 per cent) of the companies employing NESB migrants in the ‘other’ category. This is a significant difference between ‘tourism’ and ‘exporting’ companies (chi-square of 7.022 > chi-square critical value of 3.84, df = 1, p < .05; also significant at the .01 level).

Language use can be broken down further into work-related communication with other staff, use with customers or clients and social use with other staff. Overall, the largest number of responses was for use of languages other than English with customers or clients, particularly in the ‘tourism’ category. On the other hand, companies in the ‘exporting’ category showed greater use of NESB language resources in the area of “social use with other staff”, reflecting the higher proportion of semi-skilled or unskilled immigrants (especially Pacific Islanders) in production areas where there is less opportunity for direct contact with customers.

13
Table 8. Use made of languages other than English at work by NESB immigrant employees by company categories, participating companies 1998

<table>
<thead>
<tr>
<th>Language use</th>
<th>Tourism No.</th>
<th>Tourism %</th>
<th>Exporting No.</th>
<th>Exporting %</th>
<th>Other No.</th>
<th>Other %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-related use with other staff</td>
<td>31</td>
<td>50.0</td>
<td>17</td>
<td>29.3</td>
<td>5</td>
<td>50.0</td>
</tr>
<tr>
<td>With customers or clients</td>
<td>56</td>
<td>90.3</td>
<td>20</td>
<td>34.5</td>
<td>5</td>
<td>50.0</td>
</tr>
<tr>
<td>Social use with staff</td>
<td>30</td>
<td>48.4</td>
<td>22</td>
<td>37.9</td>
<td>3</td>
<td>30.0</td>
</tr>
</tbody>
</table>

3. Tasks involving use of immigrant language skills

Responses relating to the tasks involving use of immigrant language skills in the companies employing NESB immigrants (130) and those which reported using NESB employee language skills (97) are set out in Table 9. The largest number of responses were for tasks involved in assisting clients, translating, interpreting and handling correspondence. Only nine companies said that their employees were trained for these translation/interpreting tasks.

Table 9. Tasks involving use by NESB immigrants of native-speaker proficiency in languages other than English, participating companies 1998

<table>
<thead>
<tr>
<th>Language use tasks</th>
<th>No. of responses</th>
<th>N = 130</th>
<th>N = 97</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assisting clients visiting NZ</td>
<td>75</td>
<td>57.7</td>
<td>77.3</td>
</tr>
<tr>
<td>Translating documents</td>
<td>54</td>
<td>41.5</td>
<td>55.7</td>
</tr>
<tr>
<td>Handling correspondence</td>
<td>53</td>
<td>40.8</td>
<td>54.7</td>
</tr>
<tr>
<td>Interpreting for other staff</td>
<td>53</td>
<td>40.8</td>
<td>54.7</td>
</tr>
<tr>
<td>Assisting clients living in NZ</td>
<td>47</td>
<td>36.2</td>
<td>48.5</td>
</tr>
<tr>
<td>Assisting clients living overseas</td>
<td>47</td>
<td>36.2</td>
<td>48.5</td>
</tr>
<tr>
<td>Marketing overseas</td>
<td>36</td>
<td>27.7</td>
<td>37.1</td>
</tr>
<tr>
<td>Reading/writing reports</td>
<td>35</td>
<td>26.9</td>
<td>36.1</td>
</tr>
<tr>
<td>Helping negotiate business overseas</td>
<td>33</td>
<td>25.4</td>
<td>34.0</td>
</tr>
<tr>
<td>Helping negotiate business in NZ</td>
<td>23</td>
<td>17.7</td>
<td>23.7</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>4.6</td>
<td>6.2</td>
</tr>
<tr>
<td>Not applicable</td>
<td>5</td>
<td>3.8</td>
<td>5.2</td>
</tr>
</tbody>
</table>
A comparison of the activities involving languages other than English in the three company categories highlights differences between the ‘tourism’ category and the ‘exporting’ category. As one might imagine, the tourism companies placed more importance on the spoken medium to assist overseas visitors or clients from overseas currently living in New Zealand, and on other interactional activities such as interpreting for staff members who did not speak the language. Companies in the ‘exporting’ group, on the other hand, emphasised the written medium in tasks such as handling correspondence and translating documents.

### Table 10

<table>
<thead>
<tr>
<th>Language use tasks</th>
<th>Tourism No. Rank</th>
<th>Exporting No. Rank</th>
<th>Other No. Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assisting clients visiting NZ</td>
<td>55</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Translating documents</td>
<td>33</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Handling correspondence</td>
<td>34</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Interpreting for other staff</td>
<td>36</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Assisting clients living in NZ</td>
<td>36</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Assisting clients living overseas</td>
<td>28</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Marketing overseas</td>
<td>25</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Reading/writing reports</td>
<td>21</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Helping negotiate business overseas</td>
<td>20</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Helping negotiate business in NZ</td>
<td>16</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

### 4. Importance of skills in languages other than English

A shortage of people with language skills was reported by 35 (18.7 per cent) of the 187 companies (‘tourism’ 21; ‘exporting’ 12; ‘other’ 2). The main languages in which there was a scarcity of staff with suitable levels of proficiency were Japanese and Chinese, though a shortage of people proficient in European languages such as French, German and Spanish was also noted.

Thirty-four (18.2 per cent) of the 187 companies (‘tourism’ 27; ‘exporting’ 4; ‘other’ 3) recruited NESB immigrants primarily on the basis of their language skills, particularly for front-line positions such as tour co-ordinators, group tour guides and reception work. A list or register of the proficiency of individual members of staff in languages other than English was maintained by only 23 companies (‘tourism’ 16; ‘exporting’ 6; ‘other’ 1).
In general, the respondents tended to view factors other than language proficiency as having major importance in recruitment criteria for senior positions in their companies. When asked to identify the factor that would most influence selection of a person for a senior position in their company the respondents by an overwhelming majority identified “personal attributes”. However, as can be seen in Table 11, companies in the ‘tourism’ category placed after “personal attributes” a cluster of three factors: “proficiency in other languages”, “qualifications” and “knowledge of other cultures”. For ‘exporting’ category companies the most important factor after “personal attributes” was New Zealand work experience.

Table 11. Factor of main importance in personnel selection by company categories

<table>
<thead>
<tr>
<th>Personnel selection factors</th>
<th>Tourism No.</th>
<th>Tourism %</th>
<th>Exporting No.</th>
<th>Exporting %</th>
<th>Other No.</th>
<th>Other %</th>
<th>Total No.</th>
<th>Total %</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proficiency in other languages</td>
<td>9</td>
<td>10.2</td>
<td>3</td>
<td>3.4</td>
<td>1</td>
<td>9.1</td>
<td>13</td>
<td>7.0</td>
<td>4=</td>
</tr>
<tr>
<td>Knowledge of other cultures</td>
<td>8</td>
<td>9.1</td>
<td>2</td>
<td>2.3</td>
<td>3</td>
<td>27.3</td>
<td>13</td>
<td>7.0</td>
<td>4=</td>
</tr>
<tr>
<td>Qualifications</td>
<td>9</td>
<td>10.2</td>
<td>9</td>
<td>10.2</td>
<td>0</td>
<td>0.0</td>
<td>18</td>
<td>9.6</td>
<td>2</td>
</tr>
<tr>
<td>New Zealand training</td>
<td>1</td>
<td>1.1</td>
<td>0</td>
<td>0.0</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
<td>0.5</td>
<td>7</td>
</tr>
<tr>
<td>New Zealand work experience</td>
<td>5</td>
<td>5.7</td>
<td>11</td>
<td>12.5</td>
<td>1</td>
<td>9.1</td>
<td>17</td>
<td>9.1</td>
<td>3</td>
</tr>
<tr>
<td>Overseas work experience</td>
<td>2</td>
<td>2.3</td>
<td>3</td>
<td>3.4</td>
<td>0</td>
<td>0.0</td>
<td>5</td>
<td>2.7</td>
<td>6</td>
</tr>
<tr>
<td>Personal attributes</td>
<td>38</td>
<td>43.2</td>
<td>44</td>
<td>50.0</td>
<td>5</td>
<td>45.5</td>
<td>87</td>
<td>46.5</td>
<td>1</td>
</tr>
</tbody>
</table>

Not only are there differences from one business category to another concerning the weighting placed upon language and cultural skills and knowledge, as was evident in the responses of the ‘tourism’ and ‘exporting’ category companies, but there are differences also within categories. In Table 12 mean scores are given for responses to a question on the degree of influence that proficiency in other languages would have on appointment decisions concerning specific work areas. Respondents were asked to indicate their views on a scale from “strong influence” to “no influence” (“strong influence” = 3; “some influence” = 2; “little influence” = 1; “no influence” = 0).

For companies in the ‘tourism’ category, the highest mean scores are for positions involving overseas marketing or sales and front-line positions (which involve direct contact with visitors). However, for the ‘exporting’ and ‘other’ categories importance is placed on language proficiency mainly for overseas-based positions. The high weighting given to the influence of language proficiency on appointment decisions for overseas-based positions by respondents in ‘other’ category companies possibly relates to the close links that most of these companies had with overseas affiliates.
Table 12. Influence of language proficiency in languages other than English on appointment decisions by company categories (mean scores), participating companies 1998

<table>
<thead>
<tr>
<th>Specific work areas</th>
<th>Tourism</th>
<th>Exporting</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand-based position:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management</td>
<td>1.2</td>
<td>0.6</td>
<td>1.1</td>
</tr>
<tr>
<td>Marketing</td>
<td>1.4</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>Clerical/secretarial</td>
<td>0.6</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>Front-line</td>
<td>2.0</td>
<td>0.5</td>
<td>1.3</td>
</tr>
<tr>
<td>Overseas-based position:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing/sales</td>
<td>2.0</td>
<td>1.8</td>
<td>2.6</td>
</tr>
</tbody>
</table>

It was noticeable, however, that even though some of the companies claimed to place importance on language proficiency, very few provided any rewards for those who possessed competence in other languages. Only 17 (9.1 per cent) of the 187 companies reported that they had policies on rewards for language skills (‘tourism’ 12; ‘exporting’ 5; ‘other’ 0). Examples of rewards cited were bonuses and preference in promotion.

5. Lack of effective use of immigrant language resources

Twenty (15.4 per cent) out of 130 companies employing NESB immigrants (‘exporting’ 11; ‘tourism’ 9) reported that there were employees in their companies whose native speaker skills were not being utilised effectively. As examples, respondents referred to native speakers of languages not relevant to the company’s operations, such as speakers of Pacific Island languages in companies trading in Europe or Asia. Other examples given related to workers with particular language backgrounds who were employed in areas where they had little contact with customers or clients; for example, factory workers.

These respondents also identified areas in which staff language skills were relevant but under-utilised. One exporting company, for instance, acknowledged that more use could be made of its Chinese-speaking employees in securing new business in China.

Use of the Cultural Knowledge of NESB Immigrants

Use of the cultural background knowledge of NESB employees was less common than use of immigrant languages. Fifty-five out of 130 companies (42.3 per cent) signalled that they utilised the cultural knowledge of their immigrant employees (‘tourism’ 37; ‘exporting’ 15; ‘other’ 3). As a proportion
of the companies employing NESB immigrants, this represents 59.7 per cent in the case of companies in the ‘tourism’ category, compared with 25.9 per cent of the companies in the ‘exporting’ category and 30 per cent of the companies in the ‘other’ category. This is a significant difference between ‘tourism’ companies and ‘exporting’ companies (chi-square of 9.308 > chi-square critical value of 3.84, df = 1, p < .05; also significant at the .01 level).

The main use of the cultural background knowledge of NESB employees was in staff development programmes. The contribution of immigrant staff was considered to be valuable in assisting other staff to appreciate the ethnic diversity of the workplace staff as well as the customer base. Topics covered in cultural training sessions included greetings, customs and traditions, differences in living patterns and business etiquette. More specifically, companies involved in tourism hospitality referred to the importance of cultural input in both the planning of menus and the preparation of food to suit the dietary preferences or requirements of overseas visitors. Meat exporting companies pointed to the need to follow Halal customs in preparing meat for export to Muslim countries. Other ways in which the cultural background knowledge of NESB staff was employed included: meeting and welcoming overseas visitors on arrival; providing advice for staff posted abroad; briefing sales and marketing staff before travel overseas; advising on protocols when hosting senior management from overseas parent companies or overseas affiliates; and ensuring clarity of induction documentation by providing material in ethnic languages.

Use of the Business Connections of NESB Immigrants

Only 38 (29.2 per cent) of the 130 companies with NESB immigrants in their workforce indicated that they made use of the overseas contacts and networks of their immigrant employees. Twenty (32.3 per cent) of the ‘tourism’ category companies which employed NESB immigrants reported that use was made of their business connections, compared with 17 (29.3 per cent) of the ‘exporting’ category companies and one (10 per cent) of the companies in the ‘other’ category. This was not a significant difference as far as ‘tourism’ and ‘exporting’ companies are concerned, and the finding is somewhat surprising as many of the skilled and qualified immigrants who have entered New Zealand in recent years have had considerable work experience in their countries of origin. Presumably, such immigrants would have developed useful personal links in the business sector.

The companies which acknowledged that they were making use of the business connections of immigrant staff were generally very satisfied with the results. An in-bound tourism company, for example, referred to the extra business generated by a Chinese employee who had previously worked at a senior level in tourism management in Beijing.
BEST PRACTICE FEATURES AND CASE STUDIES

The main objective of the 19 post-survey follow-up interviews was to identify best practice features in the recruitment and use of immigrant resources. Representatives of the companies selected for follow-up interviews were asked to comment further on the use of the languages of their NESB employees and the ways in which their companies made use of the cultural background knowledge and overseas business contacts of NESB immigrant employees.

Best Practice Features

The comments of the interviewees on best practice features are summarised below.

1. General

The importance attached to employee language skills is well illustrated in the three following quotes:

It is vital for us to converse with overseas people in their own language.

We require a cross-section of German speakers. Requirement to do business effectively and competitively in Central Europe.

...If people are level pegging for jobs, we would employ migrants because of their languages.

With the above comments in mind, best practice in recruitment involves the development of explicit recruitment and appointment policies that identify the advantages immigrants might bring to a company. These policies set out procedures for both attracting immigrant staff and settling them effectively into the workforce. Consideration is given to the fact that some immigrants might require additional training or retraining to make better use of their skills and qualities in the New Zealand work environment. Procedures are outlined in the recruitment and appointment policies for providing this additional support.

2. Personal assistance (pre-arrival, on-arrival and later)

Companies exemplifying best practice in the pre-arrival period make personal contact with potential immigrants in their countries of origin, provide them with accurate information about employment and living conditions in New
Zealand, and assist them in completing immigration formalities. Effective on-arrival assistance involves greeting immigrants, placing them into suitable accommodation, helping them to choose schools for their children and facilitating their contact with community networks (including links with other members of their ethnic group). Depending on the circumstances of the immigrants, best practice follow-up assistance could include providing access to English language courses or to professional or vocational courses that could help the immigrants in their employment. Such personal assistance practices are well illustrated in the two following quotes; the first from a company hiring Chinese chefs and the second from a company engaged in the production of plastic food containers and packaging.

I go to the Embassy in Hong Kong and make sure that everything is in order - all the documents required I prepare and then when I come back to New Zealand I go to the immigration office to make sure that everything is in order...I set up accommodation before they arrive and then I take them to show them the country, some sightseeing and introduce some friends to them to make it easier for their life here.

We would offer them training in English....giving them information on where to go and paying for the courses.

3. Involvement in the company culture

Both the opportunities and demands of a multicultural workforce must be acknowledged, as illustrated in the following quote:

...As we bring these sorts of people to New Zealand there is an opportunity to learn from them. The fact of the matter is that we hire a lot of multicultural people, and we have a need to understand their cultures as much as they have a need to understand ours.

Best practice in integrating immigrants into the company involves induction programmes that focus on the needs of immigrants and provide them with knowledge and understanding of the company culture. For example:

We have a full day programme to inform them about our company, educate them about our facilities and we go through health, safety and also go through our handbook concerning employment.

Recent immigrants may also be called upon to contribute to staff development programmes that aim to increase the multicultural and multilingual awareness of company staff.
4. Identification and recognition of immigrant linguistic skills

In terms of best practice, the level of language skills of immigrants joining the workforce (along with other "special qualities" of new employees) is assessed and noted in a company register or other human resource records. This listing is used as a reference point when the need arises. Recognition is given for competency in languages commercially useful to the company through a rewards system for foreign language proficiency - perhaps with the proviso, as indicated by one company that: "...all other criteria are equal or better than for Kiwi colleagues".

5. Effective use of linguistic skills and cultural knowledge

Best practice in this area entails consideration of the language and cultural resources available among immigrant employees before contracting out language services to translation or interpreting agencies. Speakers of other languages are encouraged to maintain or extend their fluency and to gain qualifications as translators or interpreters. Consideration is given to training selected native speakers of other languages to take up specialist positions in the company where their language skills and cultural knowledge could be used to better advantage. A useful example provided by a tourism company was as follows:

*We have a Taiwanese, a qualified dentist who can't work in New Zealand as a dentist, so he's retraining and tourism is the area he's decided to retrain in.*

Case Studies of Best Practice

A case of a business involving both the international and the local (ethnic) market is an Auckland company that operates restaurants as well as an importing business. The managing director came from Hong Kong in 1980. The company runs a successful Chinese restaurant which caters for the top end of the market, specialising in authentic Chinese cuisine. Apart from the local Chinese community, the restaurant is well frequented by Chinese-speaking tourists and visiting Chinese officials. Only Mandarin and Cantonese speakers are employed. According to the managing director the restaurant has to recruit overseas because of the lack of suitable local people.

*In six years in the industry I haven't found anyone who was born here [New Zealand] and then worked in a Chinese restaurant.*

Recruitment of staff is carried out personally by the managing director in Hong Kong.
Firstly, I place an ad [advertisement] in Hong Kong, then when I have got the applications I go there and often use my friends' kitchens to test them.

The managing director assists with applications for work permits through the New Zealand Embassy in Hong Kong and follows this up with visits to immigration authorities in New Zealand. On arrival, new staff are met at the airport and taken to accommodation that has been arranged for them. New staff are also introduced to local Chinese networks and provided with support in the settling-in period. Because of previous difficulties experienced with family groups in adapting to New Zealand, the managing director follows a policy of recruiting only single persons.

It's easier for them, easier for us...children have to go to school and it costs them a lot of money and wives, you know, also can't find work and find it hard to fit into society because they have no English. It's easier for one person to adapt here than the whole family.

Another exemplar of some of the best practice features referred to above is a well-established South Island malting company which exports 50 per cent of its products overseas, particularly to Asia. The manager is himself an immigrant and has some skills in Japanese. Professional staff are recruited because of their expertise in barley breeding in other countries. The Spanish language skills of a staff member from Panama are employed in monitoring co-operative barley breeding projects in Uruguay while a Swedish-speaking staff member contributes to the development of joint venture projects in Northern Europe. Immigrant staff are also involved in carrying out information-gathering tasks in regions where they have a knowledge of the language. Speakers of other languages, such as German, also play a role in keeping up with scientific papers related to the industry which appear in foreign language journals and in monitoring scientific and commercial information on the internet.

We have subscriptions to scientific journals and in general as the abstracts come through and if it's a particularly interesting paper we'll get a copy of it and then they [the staff members] will translate it.

A further example from the 'exporting' category, is a company in a provincial city. Engaged in the export of sheepskins to the Asian market, the company also offers factory tours for tourists and operates a retail outlet selling souvenirs as well as its own products. Immigrants are highly regarded as employees: "very good workers - very loyal". Chinese and Japanese speakers are recruited to provide assistance for overseas visitors:
It's good PR to have migrants who speak the language of customers. Mitsu is good PR for visitors and she also has good connections with the local Japanese community.

Staff members have also provided the Japanese language and Mandarin language translations of brochures and information used in marketing and sales promotion.

An example from the 'tourism' category is a company specialising in in-bound tour operations. The company caters for groups of visitors from European countries, particularly Germany, Austria and Switzerland. Both the general manager and the marketing manager are from Germany. Other members of staff are recruited locally on the basis of proficiency in German, though there is also a belief that there should be a blend of Europeans and New Zealanders on the staff. This belief is partly based on the perception that some immigrants from Europe may have come to New Zealand to seek an alternative lifestyle and that such attitudes could conflict with the need of the company to work in the 'mainstream' in Europe amongst a traditional clientele. The preference for local recruitment is also based on previous experience of immigration 'red tape'.

We've only once recruited offshore. That was in the early days. And we would never do it again so that we don't have to go through the hassles of immigration...the Immigration Department just made our life a nightmare.
RESULTS OF THE NESB IMMIGRANTS' SURVEY

The main aim of the postal survey of NESB immigrants was to gain information on their perceptions of company policies and practices concerning the use of immigrant language skills and cultural knowledge. The immigrants targeted were those from non-English speaking backgrounds who had gained tertiary-level qualifications in New Zealand. The expectation was that this highly qualified group would be well placed to gain employment in New Zealand businesses with overseas connections and could contribute to the performance of these companies by virtue of their linguistic skills, cultural background knowledge and business contacts in their countries of origin.

Profile of the Immigrants Surveyed

1. General characteristics

The 52 respondents who met the criteria for the survey were mainly male, aged less than 40 years, and of Asian ethnicity. The principal countries of origin were Malaysia (12) and China (9). Fourteen of the respondents (26.9 per cent) had been in New Zealand for 1-4 years; 16 (30.8 per cent) for 5-9 years; and 22 (42.3 per cent) for more than 9 years.

2. Educational background

Thirty-two (61.5 per cent) of the respondents had gained tertiary level qualifications in their countries of origin. They had all completed tertiary-level studies in the business area in New Zealand, mainly through Massey University (25) and the University of Auckland (22). The majority (75 per cent) had Masters degrees or above (MBA 31; MBS 5; MCom 2; PhD 1) which they had completed between 1994 and 1998. Details of their educational qualifications are given in Table 13.

3. Occupational status

Thirty-two (61.5 per cent) of the respondents had work experience before coming in New Zealand. Most had made some use of English in their previous work and fourteen (26.9 per cent) reported that they had used English for client communication on a daily basis. Thirty (57.7 per cent) were currently employed in New Zealand as wage or salary earners, while a further 11 (21.2 per cent) were self-employed. Of those employed in New Zealand, 32 (78 per cent) were working full-time.
Table 13. Tertiary level qualifications gained by NESB immigrant respondents pre-arrival in their countries of origin and post-arrival in New Zealand, 1998

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Pre-arrival</th>
<th></th>
<th>Post-arrival</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Certificate</td>
<td>2</td>
<td>3.8</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>2</td>
<td>3.8</td>
<td>4</td>
<td>7.7</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>20</td>
<td>38.5</td>
<td>8</td>
<td>15.4</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>4</td>
<td>7.7</td>
<td>38</td>
<td>73.1</td>
</tr>
<tr>
<td>Doctorate</td>
<td>1</td>
<td>1.9</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Unspecified</td>
<td>3</td>
<td>5.8</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>No tertiary qualification</td>
<td>20</td>
<td>38.5</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

The categories of employment pre-arrival and post-arrival are set out in Table 14. Overall, the main occupations of the respondents pre-arrival and post-arrival were in the professional area. Nine of the respondents were business consultants; 5 were information technology systems analysts; 3 were involved in tertiary-level teaching or research. However, there were individual cases of "negative" changes to occupational status, such as a person with an overseas engineering degree who had worked in a professional capacity in Europe but was now employed as a bar hostess in New Zealand after completing an MBA. Another, with an overseas Bachelor of Engineering and a New Zealand Executive MBA, was managing a dairy/superette.

Table 14. Occupational areas of NESB immigrant respondents pre-arrival and post-arrival, 1998

<table>
<thead>
<tr>
<th>Occupational areas</th>
<th>Pre-arrival</th>
<th></th>
<th>Post-arrival</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Administrators and managers</td>
<td>8</td>
<td>15.4</td>
<td>12</td>
<td>23.1</td>
</tr>
<tr>
<td>Professionals</td>
<td>22</td>
<td>42.3</td>
<td>25</td>
<td>48.1</td>
</tr>
<tr>
<td>Technicians and associate professionals</td>
<td>1</td>
<td>1.9</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Clerks</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Service and sales workers</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Agriculture and fisheries workers</td>
<td>1</td>
<td>1.9</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Not employed</td>
<td>20</td>
<td>38.5</td>
<td>11</td>
<td>21.2</td>
</tr>
</tbody>
</table>
Fourteen of the respondents were employed in companies that were solely New Zealand-based. A further 27 were either employees of companies with international customers or clients or were self-employed in areas that related to international business (two Chinese respondents had formed their own exporting businesses specialising in trade with Chinese-speaking countries). Fourteen of the respondents involved in international business were working mainly in businesses or occupations dealing with financial services, training and development. More were employed in companies in the ‘exporting’ category (9) than in ‘tourism’ category (3) companies. This reflects their educational backgrounds and previous work experience which tended to be more in the financial and systems management areas.

4. Language backgrounds

Forty-eight of the 52 respondents classed themselves as native speakers of one or more languages other than English. The main languages spoken are identified in Table 15.

Table 15. Main languages spoken by the NESB immigrant respondents, 1998

<table>
<thead>
<tr>
<th>Languages</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese language/dialect</td>
<td>27</td>
<td>51.9</td>
</tr>
<tr>
<td>Indian language/dialect</td>
<td>6</td>
<td>11.5</td>
</tr>
<tr>
<td>Dutch</td>
<td>5</td>
<td>9.6</td>
</tr>
<tr>
<td>German</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>Malay</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>Spanish</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>Arabic</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Filipino/Tagalog</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Samoan</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>English as main language</td>
<td>4</td>
<td>7.7</td>
</tr>
</tbody>
</table>

Use of Immigrant Language Skills

Twenty-nine (70.7 per cent) of the 41 respondents employed in New Zealand said that they made use of their native-speaker skills at work, mainly for assisting clients and socialising with others who spoke their language. Five (12.2 per cent) regarded their native language skills as “very important” or “essential” to their work. Four of these were employed in companies involved in international business operations (‘exporting’ 2; ‘other’ 2); one
was employed in a business that had no links with other countries but catered for the needs of the local ethnic community ('NZ only').

Overall, however, the reported incidence of use of native speaker skills was slight; the majority of the respondents said that they made use of their native language at work up to three times a month.

**Table 16. Incidence of native language use by NESB immigrant respondents in New Zealand employment, 1998**

<table>
<thead>
<tr>
<th>Occurrence of native language use</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>13</td>
<td>31.7</td>
</tr>
<tr>
<td>Rarely (1 to 3 times a month)</td>
<td>12</td>
<td>29.3</td>
</tr>
<tr>
<td>Sometimes (about once a week)</td>
<td>8</td>
<td>19.5</td>
</tr>
<tr>
<td>Most days</td>
<td>5</td>
<td>12.2</td>
</tr>
<tr>
<td>Every day</td>
<td>3</td>
<td>7.3</td>
</tr>
</tbody>
</table>

**Use of Cultural Knowledge and Business Connections**

Fourteen (34.1 per cent) of the respondents currently employed said that their cultural backgrounds were considered to be relevant to their work activities. For ten (24.4 per cent) of these respondents the use of their cultural backgrounds was considered to be "very important" or "essential" to their work ('exporting' 4; 'other' 3; 'NZ only' 3).

Only seven (17.1 per cent) of the respondents reported use of their business connections in their employment. None of these respondents considered the use of their business backgrounds to be "essential" to their work, although two respondents employed in 'exporting' category companies said that these business contacts were "very important". Both of these respondents were managing their own companies and were operating in niche markets in their countries of origin.

**Immigrant Perceptions of Company Policies and Practices**

In answering open-ended questions in the survey instrument the respondents made a number of observations on New Zealand company policies and practices concerning the use of NESB immigrant resources. Over three-quarters of the 52 respondents were strongly of the opinion that native speaker skills in languages other than English could be used to better advantage in New Zealand and that more effective use could be made of
immigrants’ experience of life in countries where English is not the first language. Their views are summarised below.

1. Value of NESB immigrants to the New Zealand economy

Migrants’ experiences [in business] can assist NZ in the export market.

Advantage of immigrants’ networks in home countries.

Helps to expand the customer base where customers do not speak English or prefer to speak their native language (i.e. banking).

Bridges cultural gap between customers and company.

Innovations come often from the variety of experiences of people that come from different cultures.

Important in expanding major development-infrastructure projects internationally by NZ-based companies involved in construction or civil engineering.

In essence, views of the kinds cited above reinforce the practices of New Zealand companies which make effective use of immigrants’ linguistic and cultural skills. If these views are widespread among professionally qualified NESB immigrants, it signals to employers the availability of a pool of people able and willing to put their native language and cultural skills to use in the marketplace. The fact that they have New Zealand tertiary qualifications is a bonus in that it means they have at least some understanding of the characteristics, peculiarities and requirements of local business activity.

2. Ways in which NESB immigrant employees could be better utilised

If in the past my world view had been recognised, my employers would be far better off. Two or more language skills present opportunities which a single language skill does not.

Involves immigrants in work groups, seminars to draw on their experiences.

Should be used more to develop overseas market opportunities and also the local ethnic market.
Once again the previously identified practices of New Zealand companies which utilise immigrant language and cultural resources are validated and the points made above in relation to the value of NESB immigrants apply here also. One additional point, however, concerns the local ethnic market which (though relatively small) is heavily concentrated in the Auckland and Wellington urban areas. Obviously, companies specialising in the provision of goods and services for the domestic market may have an opportunity here if they harness the assistance of NESB immigrant employees. It is, of course, an opportunity that might exist also for specialist products and services in the ethnic enclaves of Australia and the west coast of North America.

3. Problems encountered

It’s difficult to find the job and easy to lose the chance.

Rather than adjusting to accommodate immigrants, many New Zealanders haven’t learned that we are here to stay, and we do make significant contributions to this country.

Sense of isolation results in not being able to contribute fully to teamwork.

...Problems of racism and lack of acceptance by peers.

There is a very high level of discrimination working in the workforce against graduates [like us] who are highly experienced, have gained qualifications in NZ, to score a job and be paid equally to a Kiwi. There is no EEO in practice.

As expected, the respondents also drew attention to a range of problems that in one way or another impede the utilisation of their skills. Included among these problems are an apparent reluctance by many New Zealanders to adjust to the new immigration environment, and the perennial problems of racism and discrimination. In each case the difficulty noted or problem encountered echoes those mentioned by new settlers from China and India included in the New Settlers Programme longitudinal study (in progress) and/or reported in other studies of skilled immigrants in New Zealand in the 1990s (see Boyer, 1996; Department of Internal Affairs, 1996; Lidgard, 1996) as well as in studies of business migrants (see Forsyte Research, 1998).
DISCUSSION

The responses of the companies and of the NESB immigrants surveyed has shown that there are considerable differences in the policies and practices of New Zealand companies in relation to the use of the language skills of NESB employees, as well as the use of their cultural knowledge and business connections.

Key Factors Influencing Company Policies and Practices

What key factors may influence company policies and practices concerning the use of immigrant employee linguistic skills, cultural knowledge and business connections? Three main factors emerged from the survey - the kind of activity involved, the customer base and attitudes to immigration - each of which is briefly discussed below.

As we have noted in the survey of companies involved in international business, those in the ‘tourism’ category tend to see more advantage in using the linguistic and cultural skills of immigrants than companies in the ‘exporting’ or ‘other’ categories. This is understandable as tourism is a people-orientated industry and entails a high degree of face-to-face communication with clients from different backgrounds. On the other hand, contacts with customers in the exporting sector are often less immediate, conducted at a distance and involve the written medium. As other studies have shown (Watts, 1987; 1992), outside agencies are often contracted to provide translation services.

The customer base is clearly a major determinant. The proportion of trade with countries where English is not the main language will obviously affect company decisions on whether or not staff are required with specialist skills in other languages etc. As in-bound tourism companies tend to target particular regions of origin, they have specific language priorities that relate to their clients’ language needs. These needs may vary according to the age of clients and whether they prefer to travel in conducted groups, accompanied by guides or as independent travellers.

Apart from the practical considerations of the kind of activity involved and a company’s customer base, attitudinal factors may also play a significant part in shaping company policies and practices. The general comments on policies and practices made by respondents revealed a wide range of both positive and negative attitudes towards immigrants. Positive attitudes are evident in the company responses indicating that immigrant employees were hard-working, conscientious and reliable. Some companies saw them as possessing a “work ethic” which exceeded that of Kiwi employees. Consider, for example, the following quotes:
They usually work harder as they have higher standards.

Excellent workers - willing to please.

However, somewhat more negative observations were also made as illustrated in the following extracts:

I don't think their qualifications are to the same standard as in NZ.

Communications can be very difficult.

Initially you are not certain of their transfer into the NZ way.

As far as negative attitudes are concerned, views on the English language ability of immigrants merit special mention. There was, at times, a discrepancy in the responses of companies; 99.2 per cent reported that the English proficiency of their immigrant employees was adequate for work purposes, but some then proceeded to make negative comments on the English ability of immigrants in general:

If their English was better it would be an asset to them.

It should be compulsory that they should be able to pass 6th Form English and be tested annually for 5 years at their own expense.

This discrepancy seems to suggest that the stereotype of the immigrant as a poor speaker of English is widespread.

Other Factors influencing Company Employment Policies and Practices

In addition to the three key factors, there are a number of other influential factors, many of which were confirmed by the responses of the NESB immigrants themselves. It is recognised that there is a degree of interaction between these additional factors and the key factors identified and discussed above.

First, at a time of economic downturn, competition for available positions is keen. For a variety of reasons, New Zealand employers may in this situation give preference to local, New Zealand-born applicants as Boyer (1996) has noted in a study of the work experiences of Taiwanese immigrants in Auckland.

Second, Enderwick and Gray (1992), on the basis of their research among New Zealand exporting companies, concluded that it was in the more senior positions that proficiency in other languages is seen to be the most useful.
Similarly, Shaw (1996) found that language skills were mainly used in the middle and upper managerial levels in her sample of exporting firms and tourism companies in Canterbury. For this reason, language skills may not be utilised to any marked degree until immigrants work themselves up to more senior positions.

Third, certain languages are in greater business demand than others. For example, in recent years Asian languages have been considered more relevant to trade than some European languages, and considerably fewer opportunities are available for Pacific Island immigrants to use their languages as part of their work.

Fourth, although a particular language may be useful to a company, there may not be the volume of work to justify full-time employment of a person with high levels of fluency in that language. A case in point is that of tourist guides who are normally employed on a casual basis to accompany tour parties when the need arises.

Monolingual attitudes in the community (Kaplan, 1993) are another factor that may influence company decisions concerning the recruitment and deployment of NESB immigrants. At the wider level, some companies appear to subscribe to the view that English is acceptable universally as a medium for business and use this as a justification for not seeking employees proficient in other languages. More specifically, companies may have concerns that the general public might have difficulty in coping with staff with accented English. In this respect, the Department of Internal Affairs (1996) reported claims by some immigrants that they had been discriminated against by New Zealand employers on the basis of accent even though they were fluent in English. Friesen and Ip's (1997) study of Chinese immigrants in Auckland also notes that a large proportion of their well-qualified sample were unemployed or under-employed despite the fact that many were proficient in English.

Finally, there is also the question of the degree of communicative competence that immigrants have in their ‘native language’. The term ‘native speaker’ is problematic as ‘native speakers’ can differ considerably in their linguistic repertoires. In the case of immigrants, the situation is complicated by factors such as pre-migration experience in business discourse. Before selecting staff to conduct sensitive business transactions in another language, New Zealand companies must be confident that they have mastery of the language of negotiation as well as a command of the lexicon related to the particular service or product area.
CONCLUSION

There are, of course, limitations in the present study that must be acknowledged. There may well be companies not included in the survey that have a far more positive approach to the situation of immigrants and the roles that they play. On the other hand, it could equally well be argued that the 187 companies that responded out of the 460 which received questionnaires in the postal survey were those most interested in issues concerning the recruitment and deployment in the workforce of immigrants and that the overall picture could be somewhat more negative. However, if one accepts the normal limitations that apply to any competently designed and conducted survey then it can be suggested nevertheless that there is evidence in the study that leads to the conclusion that New Zealand companies could make more effective use of the skills and understandings of their employees from countries where English is not spoken as a first language. As one respondent commented: “Unfortunately, [New Zealand] employers are not widely aware of the immigrants’ skills and potential. That needs to be spoken of.” This in turn may be related to a more fundamental problem which was alluded to by another respondent : “New Zealanders do not give a fair chance to new immigrants. They [immigrants] must go through a long and agonising process of acceptance by New Zealanders. I speak with experience.”

Similarly, we cannot suggest that the experiences and opinions of the 52 NESB immigrants with high-level New Zealand business qualifications in the second survey are necessarily typical of the group as a whole. As we have seen, almost two-thirds of them have had business experience before coming to New Zealand. Most of those with previous work experience used English in their work, some on a daily basis. On the basis of qualifications and experience they appear to be better placed to secure employment at an appropriate managerial or professional level than many other immigrants. However, only 41 of the respondents (including those who were self-employed) had managed to secure employment in New Zealand at the time of the survey. Of these, 32 were in full-time employment and a number of those so employed were in positions that did not allow them to contribute to New Zealand’s economy through their unique blend of overseas business knowledge and understanding of other languages and cultures. We are left, then with the impression that for some NESB immigrants at least, New Zealand work experiences have not been as fulfilling as they might have been because companies have failed to recognise their individual potential.

These results are consistent with those found in previous studies of the utilisation of language skills in exporting and tourism in New Zealand. Although these studies did not focus specifically on the native language skills of immigrants (see Watts, 1987, 1992, 1994; Watts and Williamson, 1994), they
also identified a pattern of under-utilisation of skills in other languages in international business. Until there is full realisation that proficiency in languages other than English and familiarity with the cultural backgrounds of customers are not mere optional extras but essential in providing a marketing edge overseas, New Zealand’s NESB immigrant population will represent a largely untapped resource in the international business sector.

Needless to say, the sooner these and other issues identified and discussed in this report are tackled, the sooner will New Zealand achieve: (a) a reduction in the difficulties experienced by immigrants in the resettlement process; and (b) an increase in the benefits that ought to accrue from its targeted immigration programmes. More specifically, for companies involved in international business there is the potential to realise the benefits of the "success equation" that has frequently eluded companies oriented to the domestic market (see Goulter, 1996).
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APPENDICES

1. Questionnaire on the utilisation of immigrant language resources in international business, trade and tourism in New Zealand

2. Questionnaire on the utilisation of immigrant language resources in employment in New Zealand
Utilisation of Immigrant Language Resources in International Business, Trade and Tourism in New Zealand

Please see Information Sheet on next page.
MASSEY UNIVERSITY

Social Policy Research Centre

NEW SETTLERS PROGRAMME

INFORMATION SHEET

UTILISATION OF IMMIGRANT LANGUAGE RESOURCES IN INTERNATIONAL BUSINESS, TRADE AND TOURISM IN NEW ZEALAND.

This project is part of a research programme into the experiences of immigrants in New Zealand. In this particular survey we are concerned with policy and practices involved in the utilisation of the language skills of immigrants. More specifically we are focusing on the international business area.

This is the first time that a survey of this kind has been conducted in New Zealand. We expect that the results will facilitate a greater understanding of immigrant language resources and their potential in the development of international business. We also believe that the findings will provide a basis for the development of policies and practices in this area.

Your company is one of 480 companies that have been selected from the current New Zealand Export Yearbook, the New Zealand Trade Directory and the Travel industry Directory and Information Guide. You are invited to participate in this survey by completing the questionnaire attached. This should take no more than 20 minutes. Please return the completed or uncompleted questionnaire in the Freepost envelope supplied.

This project is part of the New Settlers Programme which is funded by the Foundation for Research, Science and Technology as part of the Public Good Science Fund.
For this survey the principal researcher is Associate Professor Noel Watts and he can be contacted at:

School of Language Studies  
Massey University  
Palmerston North  
Tel: 06 3504982  
Fax: 06 3502269  
Email: N.R.Watts@massey.ac.nz

Your response is confidential and will not be traced to your company. The code number on the first page of the questionnaire is simply to assist us in any follow-up, if necessary. The raw data will be seen only by those closely involved in the research project. Findings from the postal survey will be reported in aggregated form only and published in professional journals. All other rights of participants are safeguarded. It is assumed that filling in the questionnaire implies consent. You have the right to decline to answer any particular question.

If you wish to obtain a summary of the overall findings please indicate this in the section at the end of the questionnaire.

The next phase of this research project will involve interviews with a small number of companies to gain a better understanding of best practice in this area. If you are prepared to participate in these interviews please give your contact details in the relevant section of the sheet attached to the back of the questionnaire.

Please return the questionnaire by 31 July 1998 (whether or not completed).
First, we would like you to answer some questions about the practices and experiences of your company or organisation concerning the employment of immigrants who have native speaker skills in one or more languages other than English.

(Note: By native speaker skills we mean that an immigrant has developed skills in languages or dialects for communication in his/her country of origin. As well as having native speaker proficiency in another language this person could also be fluent in English.)

1. Does your company or organisation at present employ/have on its payroll immigrants who are native speakers of languages other than English?

   Yes  □  1

   No    □  2

   Don’t know  □  3

   If no or don’t know, please go to Question 18.

2. Please estimate the proportion of your workforce at present who are immigrants with native speaker skills in languages other than English.

   Zero  □  1

   1-2% only  □  2

   3-10%  □  3

   11-25%  □  4

   26-50%  □  5

   51-100% □  6

   Don’t know □  7

   If zero, please go to Question 18.
3. Please indicate the languages, apart from English, in which your immigrant employees have native speaker skills.

(Please tick **all** boxes that apply.)

<table>
<thead>
<tr>
<th>Language/Mother Tongue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>Chinese languages/dialects</td>
<td></td>
</tr>
<tr>
<td>Dutch</td>
<td></td>
</tr>
<tr>
<td>Filipino/Tagalog</td>
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<tr>
<td>French</td>
<td></td>
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<tr>
<td>German</td>
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<tr>
<td>Indian languages/dialects</td>
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<tr>
<td>Indonesian</td>
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<td>Japanese</td>
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<td>Korean</td>
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<tr>
<td>Malay</td>
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<tr>
<td>Samoan</td>
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<td>Spanish</td>
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<tr>
<td>Thai</td>
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<tr>
<td>Tongan</td>
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</table>

**Please specify, if possible...**

<table>
<thead>
<tr>
<th>Other options</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Don’t know</td>
<td></td>
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</tbody>
</table>

If don’t know, please go to Question 5.
4. If you have indicated more than one language/dialect in Question 3 please place these in order (up to five), beginning with the language/dialect that has the largest number of native speakers amongst your immigrant employees.

1. ........................................

2. ........................................

3. ........................................

4. ........................................

5. ........................................

5. Which of the following categories apply to immigrants with native speaker skills in languages other than English who are currently employed in your company or organisation?

(Please tick all that apply.)

- Managerial
- Professional
- Clerical/secretarial
- Skilled trade
- Semiskilled
- Unskilled

6. If you have ticked more than one category in Question 5, please indicate the main category that applies to most of the immigrant employees who have native speaker skills in languages other than English.

............................................................................................................

40
7. Do any of your immigrant employees currently use their native language(s) other than English at work in any way?

Yes □ 1
No □ 2
Don’t know □ 3
Not applicable □ 4

If no, don’t know or not applicable, please go to Question 13.

8. If you answered yes to Question 7, please indicate whether your immigrant employees use their native speaker skills in one or more languages other than English in the following situations at work:

(a) In work-related communication with other staff

Yes □ 1
No □ 2
Don’t know □ 3

(b) In communication with customers or clients

Yes □ 1
No □ 2
Don’t know □ 3

(c) In social communication with other staff

Yes □ 1
No □ 2
Don’t know □ 3
9. If you answered yes to Question 8(a) or 8(b), please indicate the tasks carried out in your company or organisation by immigrant employees in their native language(s)/dialect(s) other than English.

(Please tick all that apply.)

Assisting customers and clients from overseas countries who now live in New Zealand

Assisting customers and clients from overseas countries who are visiting New Zealand

Assisting customers or clients who are overseas

Handling correspondence, enquiries, orders etc.

Reading/writing reports

Translating documents

Providing interpreting assistance for other staff members

Helping to negotiate business deals in New Zealand

Helping to negotiate business deals outside New Zealand

Marketing overseas

Other (please indicate)

........................................................................................................................................

Don’t know

Not applicable

If don’t know or not applicable, please go to Question 13.
10. If you ticked more than one box in Question 9 please indicate the main task that is currently carried out by your immigrant employees in their native language(s)/dialect(s) other than English.

11. If your company or organisation currently makes use of immigrant employees for translating/interpreting tasks, do these employees have qualifications as translators/interpreters?

<table>
<thead>
<tr>
<th>Option</th>
<th>Code</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
<td>(Please go to Question 12 (a))</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>(Please go to Question 12 (b))</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3</td>
<td>(Please go to Question 13)</td>
</tr>
<tr>
<td>Not applicable, because</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

12(a). If you answered yes to Question 11, please describe the qualifications as translators/interpreters your immigrant employees have.

12(b). If you answered no in Question 11, please indicate why no qualifications are needed for these tasks.
13. Is use made in your company or organisation of the cultural backgrounds of immigrant employees from countries where English is not normally spoken as a first language? (e.g. advice on greeting protocols, preparation of foods)

Yes [ ] 1

No [ ] 2

Don’t know [ ] 3

Not applicable, [ ] 4

because..........................................................................................
........................................................................................................

If yes, please give an example.
........................................................................................................
........................................................................................................

14. Is use made of the overseas business connections in their countries of origin of immigrant employees who are from countries where English is not normally spoken as a first language?

Yes [ ] 1

No [ ] 2

Don’t know [ ] 3

Not applicable, [ ] 4

because..........................................................................................
........................................................................................................

If yes, please give an example.
........................................................................................................
........................................................................................................
15. In general, would you say that the English language ability of your immigrant employees, who are native speakers of languages other than English, is adequate for the jobs they do?

Yes □ 1
No □ 2
Don't know □ 3

16. In general, would you say that the English communication skills of your immigrant employees, who are native speakers of languages other than English, are adequate for social interaction with other staff members?

Yes □ 1
No □ 2
Don't know □ 3

17(a). Are you aware of immigrant employees in your company or organisation whose native speaker skills in languages other than English are not being effectively utilised by your company or organisation for business purposes?

Yes, there are employees whose language skills are not being effectively utilised □ 1

No, there are no employees whose language skills are not being effectively utilised □ 2

Don't know □ 3

Not applicable, □ 4

because..........................................................................................
..........................................................................................
..........................................................................................
..........................................................................................
17(b). If you answered yes to Question 17(a), please give an example where immigrant language skills are not being effectively utilised.

Now, we would like you to answer some general questions about your company's/organisation's policies and practices regarding the recruitment and employment of immigrants.

18. Does your company or organisation have an explicit policy on recruiting immigrants?

Yes  □ 1
No   □ 2
Don’t know □ 3
Not applicable □ 4

If yes, what is this policy?

19. Does your company or organisation need employees with skills in languages other than English for certain specialist jobs?

Yes  □ 1
No   □ 2
Don’t know □ 3
Not applicable, □ 4

because ........................................................................
........................................................................
20. Has your company or organisation experienced a shortage of people with proficiency in a language other than English for certain specialist jobs?

Yes □ 1
No □ 2
Don’t know □ 3
Not applicable, □ 4

If yes, please indicate where this shortage was.

...........................................................................................................

21. Does your company or organisation appoint immigrant employees primarily because of their native speaker skills in one or more languages other than English?

Yes □ 1
No □ 2
Don’t know □ 3
Not applicable, □ 4

because ..............................................................................................
...........................................................................................................

If yes, please give an example.

...........................................................................................................
...........................................................................................................
...........................................................................................................
...........................................................................................................
22. Does your company or organisation assist immigrant employees who are native speakers of languages other than English to improve their English skills?

Yes □ 1
No □ 2
Don’t know □ 3
Not applicable, □ 4
because ...........................................................................
......................................................................................
If yes, please indicate the kind of assistance that is provided □
......................................................................................
......................................................................................

23. In general, how important is it for your company or organisation to employ people with proficiency in the languages of customers or clients who are not native speakers of English?

Not important □ 1
Slightly important □ 2
Quite important □ 3
Very important □ 4
Essential □ 5
24(a). Does your company or organisation have a policy of rewarding employees for skills in languages other than English?

Yes □ 1

No □ 2

Don’t know □ 3 (Please go to Question 25)

Not applicable, □ 4 (Please go to Question 25)

because........................................................................................................
........................................................................................................
........................................................................................................

24(b). If you answered yes to Question 24(a), is this by:

(Please tick all that apply)

Financial reward □

Promotion □

Other (please specify): □

........................................................................................................
........................................................................................................
25. In general, what influence does proficiency in a language other than English have on the decision of your company or organisation when seeking to employ someone for a New Zealand-based position in each of the following job categories?

a. Senior managerial position

Strong influence □ 1
Some influence □ 2
Little influence □ 3
No influence □ 4
Don’t know □ 5
Not applicable, □ 6

because..............................................................
..............................................................
..............................................................

b. Marketing position (non managerial)

Strong influence □ 1
Some influence □ 2
Little influence □ 3
No influence □ 4
Don’t know □ 5
Not applicable, □ 6

because..............................................................
..............................................................
..............................................................
c. **Clerical/secretarial** position

Strong influence        ☐  1
Some influence           ☐  2
Little influence         ☐  3
No influence             ☐  4
Don’t know               ☐  5
Not applicable,    ☐  6
because..............................................................
..............................................................
..............................................................

d. **Front-line position** (reception, tour guide etc.)

Strong influence        ☐  1
Some influence           ☐  2
Little influence         ☐  3
No influence             ☐  4
Don’t know               ☐  5
Not applicable,    ☐  6
because..............................................................
..............................................................
..............................................................
26. In general, what influence does proficiency in a language other than English have on the decision of your company or organisation when seeking to employ someone in an **overseas-based position** to carry out marketing or other business activities?

- [ ] Strong influence 1
- [ ] Some influence 2
- [ ] Little influence 3
- [ ] No influence 4
- [ ] Don’t know 5
- [ ] Not applicable, because ..............................................................
  ..............................................................................................

27. Please score each of the following items in terms of their general importance in selection criteria for senior positions in your company or organisation.

(Circle the appropriate number. 1= the most important; 5= the least important)

- Proficiency in a language other than English that is commercially useful to the company
- Understanding of the cultures of major clients
- Qualifications
- New Zealand training
- Work experience in New Zealand
- Overseas experience
- Personal attributes
28. Which one of the items that you have scored above do you consider to be the most important?

........................................................................................................................................

........................................................................................................................................

29. Does your company or organisation maintain a list or register of the proficiency in languages other than English of its employees?

Yes  □  1

No  □  2

Don’t know  □  3

Not applicable, because .................................................................................................

........................................................................................................................................

Now, we would like you to answer some questions about your company or organisation.

30. Please describe the main activity of your company or organisation that involves customers or clients who are native speakers of languages other than English. (e.g. exporting to countries where English is not normally spoken as a first language, organising tours for overseas clients)

........................................................................................................................................

........................................................................................................................................
31. How many people are employed by your company or organisation?

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5</td>
<td>☐ 1</td>
</tr>
<tr>
<td>6-9</td>
<td>☐ 2</td>
</tr>
<tr>
<td>10-25</td>
<td>☐ 3</td>
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<tr>
<td>26-49</td>
<td>☐ 4</td>
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<td>50-99</td>
<td>☐ 5</td>
</tr>
<tr>
<td>100-199</td>
<td>☐ 6</td>
</tr>
<tr>
<td>200-499</td>
<td>☐ 7</td>
</tr>
<tr>
<td>500-999</td>
<td>☐ 8</td>
</tr>
<tr>
<td>1000 and above</td>
<td>☐ 9</td>
</tr>
</tbody>
</table>

32. Please indicate the number of countries with which your company or organisation has business dealings.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand only</td>
<td>☐ 1</td>
</tr>
<tr>
<td>One other country</td>
<td>☐ 2</td>
</tr>
<tr>
<td>2-5 other countries</td>
<td>☐ 3</td>
</tr>
<tr>
<td>6-10 other countries</td>
<td>☐ 4</td>
</tr>
<tr>
<td>11 or more other countries</td>
<td>☐ 5</td>
</tr>
</tbody>
</table>

If New Zealand only, please go to Question 34.
33. Please name in order of importance up to five countries with which your company or organisation has business dealings.

1. 

2. 

3. 

4. 

5. 

34. Please estimate the proportion of the business of your company or organisation that involves customers or clients who do not normally speak English as a first language.

- Zero
- Less than 10%
- 11-24%
- 25-49%
- 50-74%
- 75-100%
- Don’t know

If zero, please go to Question 37.
35. Please indicate the main regions of origin of your customers or clients who do not have English as their first language.

(Please tick all that apply.)

Africa
East Asia (China, Japan, Korea etc.)
South Asia (India, Sri Lanka, Pakistan etc.)
South East Asia (Malaysia, Singapore, Thailand etc.)
Europe
Latin America
Middle East
Pacific
Other (please name the region)

............................................................

Don’t know

36. Please name in order of importance the main languages/dialects other than English (up to five) which are used by your customers or clients in business dealings.

1. .................................

2. .................................

3. .................................

4. .................................

5. .................................
37. Is there anything else that you would like to say about the employment in New Zealand of immigrants from countries where English is not normally spoken as a first language?

........................................................................................................................
........................................................................................................................
........................................................................................................................

Finally, we would like you to answer a few questions about the CEO/senior manager of your company or organisation

38. Age group:
   29 years or less  □ 1
   30-39 years     □ 2
   40-49 years     □ 3
   50 and over     □ 4

39. Country of birth:

........................................................................................................................

40. Ethnicity (please specify):

........................................................................................................................

41. Does the CEO/Senior Manager have previous overseas work experience?:
   Yes □ 1
   No  □ 2
   Don’t know □ 3
If yes, please specify, if possible, the countries outside New Zealand where the CEO/senior manager has worked:

............................................................................................................................

............................................................................................................................

42. Language(s) spoken other than English by the CEO/senior manager (please specify):

............................................................................................................................

Please see the important instruction on the next page
On the basis of this survey, we are hoping to identify some of the **best practice** features in the use of immigrant language resources.

Would you be agreeable to a possible follow-up interview to discuss further the use of immigrant language resources in your company or organisation?

Yes [ ]  
No [ ]

If yes, please give contact details below.

Name: ...............................................................  
Address: ...............................................................  
...............................................................  
...............................................................  
Telephone (work): ...........................................................  
Fax: ...............................................................  
E-mail: ...............................................................  

Would you like a summary of findings arising from this questionnaire?

Yes [ ]  
No [ ]

If yes, please write your name and address below (if not already provided above):

...............................................................  
...............................................................  
...............................................................  
...............................................................  

Thank you for taking the time to answer this questionnaire.
APPENDIX 2.

MASSEY UNIVERSITY

Social Policy Research Centre

NEW SETTLERS PROGRAMME

Utilisation of Immigrant Language Resources in Employment in New Zealand

Please see Information Sheet on next page.
MASSEY UNIVERSITY

Social Policy Research Centre

NEW SETTLERS PROGRAMME

INFORMATION SHEET

UTILISATION OF IMMIGRANT LANGUAGE RESOURCES IN
EMPLOYMENT IN NEW ZEALAND.

This project is part of a research programme into the experiences of immigrants in New Zealand. In this particular survey we are concerned with policy and practices involved in the utilisation of the language skills of immigrants. More specifically we are focusing on the experiences of immigrants from countries where English is not normally spoken as a first language and who have gained business qualifications in New Zealand.

This is the first time that a survey of this kind has been conducted in New Zealand. We expect that the results will facilitate a greater understanding of immigrant language resources and their potential in the development of international business. We also believe that the findings will provide a basis for the development of policies and practices in this area.

The project is part of the New Settlers Programme which is funded by the Foundation for Research, Science and Technology as part of the Public Good Science Fund.

For this survey the principal researcher is Associate Professor Noel Watts and he can be contacted at:

School of Language Studies
Massey University
Palmerston North
Tel: 06 3504982
Fax: 06 3502269
Email: N.R.Watts@massey.ac.nz
Your response is confidential and will not be traced to you. The code number on the first page of the questionnaire is simply to assist us in any follow-up, if necessary. The raw data will be seen only by those closely involved in the research project. Findings from the postal survey will be reported in aggregated form only and published in professional journals. All other rights of participants are safeguarded. It is assumed that filling in the questionnaire implies consent. You have the right to decline to answer any particular question.

We would be very pleased if you could participate in this survey if:

(a) you came to New Zealand as an immigrant from a country where English is not normally spoken as a first language and

(b) you have completed business-related studies at the tertiary level in New Zealand. (Note: This includes studies in areas such as management, marketing, tourism, accountancy, economics and finance.)

If you meet the above criteria, you are invited to complete the questionnaire attached. This should take no more than 20 minutes. Please return the questionnaire in the Freepost envelope supplied.

If you do not meet this criteria, for example you were born in New Zealand, please tick the box below and return the uncompleted questionnaire in the Freepost envelope. Thank you for taking the time to read this information sheet.

The questionnaire on the utilisation of immigrant language resources does not apply to me.

☐

If you wish to obtain a summary of the overall findings please indicate this in the section at the end of the questionnaire.

Please return the questionnaire by 14 September 1998 (whether or not it has been completed).
First, we would like you to give some information about yourself.

1. What is your gender?
   Male
   Female

2. What is your age group?
   Under 20 years
   20-29 years
   30-39 years
   40-49 years
   50 and over

3. How long have you lived in New Zealand?
   Less than one year
   1-4 years
   5-9 years
   More than 9 years

4. What ethnic group do you belong to?

5(a). In what country were you born?

5(b). Were you living in your country of birth immediately before migrating to New Zealand?
   Yes
   No

67
5(c). If you answered no to Question 5(b), please name your country of last residence before you came to New Zealand.

........................................................................................................

6(a). Before coming to New Zealand, did you complete a tertiary-level qualification (for example a Bachelors or Masters degree)?

Yes □ 1

No □ 2 Please go to Question 7(a)

6(b). If yes, what is this qualification?

........................................................................................................

6(c). Where was this qualification gained?

Name of institution:.........................................................

Date:....................................................................................

7(a). What is the highest business qualification that you have studied for and completed in New Zealand (such as: Diploma in Tourism, Bachelor of Commerce, Master of Business Administration)?

........................................................................................................

7(b). Where was this qualification gained?

Name of institution:.........................................................

Date:....................................................................................

8. Are you a native speaker of one or more languages or dialects other than English? (By native speaker we mean a person who has developed skills for fluent communication in at least one of the languages or dialects of his or her country of origin.)

Yes □ 1

No □ 2

If no, please go to Question 42(a).
9. In how many languages/dialects apart from English do you have native speaker fluency?
   - One  
   - Two  
   - Three  
   - Four or more  

10. What is the main language/dialect other than English in which you have native speaker fluency?

11(a). Are you qualified as a translator/interpreter?
   - Yes  
   - No  

11(b). If you answered yes in 11(a), please indicate the kind of qualification you have obtained.

Now we would like you to answer some questions about your employment and the uses of the language(s)/dialect(s) in which you have native speaker skills.

12. Were you in employment before you came to New Zealand?
   - Yes  
   - No  

13. What was the main job you were doing before you came to New Zealand?
14. Please describe your main activities in this job.

15. How many year's experience did you have in this kind of work before you came to New Zealand?
   - Less than one year  [ ] 1
   - 1-4 years [ ] 2
   - 5-9 years [ ] 3
   - More than 9 years [ ] 4

16. In your main employment before you came to New Zealand did you use English at work in any way?
   - Yes [ ] 1
   - No [ ] 2

   If no, please go to Question 18(a).

17. If you answered yes to Question 16, how often did you use English at work before you came to New Zealand?
   a. In social communication with other staff
      - Never [ ] 1
      - Rarely (one to three times a month) [ ] 2
      - Sometimes (about once a week) [ ] 3
      - Most days [ ] 4
      - Every day [ ] 5

   b. In work communication with other staff
      - Never [ ] 1
      - Rarely (one to three times a month) [ ] 2
      - Sometimes (about once a week) [ ] 3
      - Most days [ ] 4
      - Every day [ ] 5
c. In communication with clients or customers:

Never
Rarely (one to three times a month)
Sometimes (about once a week)
Most days
Every day

18(a). Are you at present employed in some way in New Zealand?

Yes, wages/salary earner
Yes, self-employed
Yes, other

Please specify

No

18(b). If you answered yes in 18(a), is this:

(Please tick the category that applies.)

Full-time employment
Regular part-time employment
Employment on a casual basis
Other

Please specify

19. How long have you been in your present job?

Less than 1 year
1-4 years
5-9 years
More than 9 years
20. What is the main job you are doing at present in New Zealand?

............................................................................................................................................

21. Please describe your main activities in this job.

............................................................................................................................................

22. Do you believe that the company or organisation in which you are working in New Zealand is aware of your native speaker skills in one or more languages/dialects other than English?

(Note: If you are self-employed, please treat all the questions relating to a company or organisation as referring to your own firm or work activity.)

Yes [ ] 1
No [ ] 2
Don’t know [ ] 3

23. How often in your current employment do you make any use of your native speaker skills in one or more languages/dialects other than English?

Never [ ] 1
Rarely (one to three times a month) [ ] 2
Sometimes (about once a week) [ ] 3
Most days [ ] 4
Every day [ ] 5

If never, please go to Question 26(a).
24. For what **purposes** at work do you use your native speaker skills in a language/dialect other than English?

(Please tick **one or more** of the boxes below.)

- Socialising, chatting with other staff who speak this language/dialect
- Supervising the work of staff who speak this language/dialect
- Communicating with management/owners
- Assisting customers and clients who speak this language/dialect and who live now in New Zealand
- Assisting customers and clients from overseas who are visiting New Zealand
- Assisting customers and clients who speak this language/dialect and who are living overseas
- Handling correspondence, written enquiries etc.
- Translating documents
- Providing interpreting assistance for other staff
- Reading/writing reports
- Helping to negotiate business deals in New Zealand
- Helping to negotiate business deals outside New Zealand
- Marketing overseas
- Other (please indicate)

25. If you ticked more than one box in Question 24 please indicate the **main** purpose for which you use your native speaker skills in one or more languages/dialects other than English in the workplace.

..................................................................................................................
26(a). Do you think that your native speaker skills in a language/dialect other than English helped you to obtain your present job?

Yes   1  Please go to Question 26(b).
No    2  Please go to Question 27(a).
Don’t know  3  Please go to Question 27(a).

26(b). If you answered yes to 26(a), how important do you think that your native speaker skills in a language/dialect other than English are in your present job?

Slightly important  1
Moderately important  2
Very important  3
Essential  4
Don’t know  5

27(a). Do you think that apart from your language skills, your understanding of the culture of the people in your country of origin helped you to obtain your present job?

Yes  1  Please go to Question 27(b).
No  2  Please go to Question 28(a).
Don’t know  3  Please go to Question 28(a).

27(b). If you answered yes to 27(a), how important is this cultural understanding in your present job?

Slightly important  1
Moderately important  2
Very important  3
Essential  4
Don’t know  5
28(a). Do you think that your business connections in your country of origin helped you to obtain your present job?

Yes  1  Please go to Question 28(b).

No  2  Please go to Question 29(a).

Don't know  3  Please go to Question 29(a).

28(b). If you answered yes to 28(a), how important are these business connections in your present job?

Slightly important  1

Moderately important  2

Very important  3

Essential  4

Don't know  5

29(a). Does the company or organisation in which you are working in New Zealand reward you in any way for your skills and knowledge as a native speaker of one or more languages/dialects other than English.

Yes  1  Please go to Question 29(b).

No  2  Please go to Question 30.

Don't know  3  Please go to Question 30.

29(b). If you answered yes to 29(a), is this by:

(Please tick all that apply.)

Financial reward  1

Promotion  2

Other (please specify)  3

..........................................................
30. Please score each of the following items in terms of what you think is their importance in selection criteria for senior positions in your company or organisation.

(Circle the appropriate number. 1= extremely important; 5= not important; 6= not applicable)

<table>
<thead>
<tr>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proficiency in a language other than English that is commercially useful to the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding of the culture of major clients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualifications</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Work experience in New Zealand</td>
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<td>New Zealand training</td>
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<td>Overseas experience</td>
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<tr>
<td>Personal attributes</td>
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NA

31. Which **one** of the items above do you think is the most important in selecting staff in your company or organisation?

........................................................................................................................................

Now, we would like you to answer some questions about the company or organisation in which you are working.

32. Please describe briefly what kind of business your company or organisation is involved in.

........................................................................................................................................
33. Please indicate the number of countries other than New Zealand with which your company or organisation has business dealings.

- New Zealand only
- One country other than New Zealand
- 2-5 countries
- 6-10 countries
- 11 or more countries
- Don’t know

If New Zealand only, please go to Question 35.

34. Please place in order of importance up to five countries other than New Zealand with which your company or organisation has business dealings.

1. .................................................................
2. .................................................................
3. .................................................................
4. .................................................................
5. .................................................................

35. How much of the business of your company or organisation involves customers or clients who do not have English as a first language?

- None
- Some
- Most
- All
- Don’t know
36. Please indicate the main regions of origin of your company’s/organisation’s customers or clients who do not have English as their first language. 

(Please tick all that apply.)

Africa

East Asia (China, Japan, Korea etc.)

South Asia (India, Sri Lanka, Pakistan etc.)

South East Asia (Malaysia, Singapore, Thailand etc.)

Europe

Latin America

Middle East

Pacific

Other (please name the region)

.................................................................

Don’t know

Not applicable

If don’t know or not applicable, please go to Question 38

37. Please place in order of importance the main languages/dialects (up to five) which are spoken by your customers or clients.

1. .................................................................

2. .................................................................

3. .................................................................

4. .................................................................

5. .................................................................

Next we would like to ask you a few questions about the CEO/senior manager of your company or organisation. (Note: if you are self-employed please go to Question 41(a.).)

38. What is his/her ethnicity?

.................................................................

78
39. Can the CEO/senior manager speak any language(s)/dialect(s) other than English?

Yes  1  
No  2  
Don’t know  3  

If yes, please specify the language(s)/dialect(s):

.................................................................................................................

40. Has the CEO/senior manager had any previous overseas work experience?

Yes  1  
No  2  
Don’t know  3  

If yes, please specify, if possible, the countries outside New Zealand where your CEO/senior manager has worked:

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Please go to Question 42(a).

41. If you are self-employed, please specify the countries in which you have worked outside New Zealand

.................................................................................................................
Finally, here are some general questions about the use of immigrant resources in employment in New Zealand.

42(a). Do you think that native speaker skills in one or more languages/dialects other than English could be used to better advantage in New Zealand?

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<th>2</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Please go to Question 42(b).</td>
<td>No</td>
<td>Please go to Question 43(a).</td>
<td>Don’t know</td>
<td>Please go to Question 43(a).</td>
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42 (b) If you answered yes to 42(a), please indicate how you think they could be used to better advantage.

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43(a). Do you think that an immigrant’s experience of life in a country/countries where English is not normally spoken as a first language could be used to better advantage in New Zealand?

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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Please go to Question 43(b).</td>
<td>No</td>
<td>Please go to Question 44.</td>
<td>Don’t know</td>
<td>Please go to Question 44.</td>
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43(b). If you answered yes to 43(a), please indicate how you think this experience could be used to better advantage.

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44. It is believed that there are advantages and disadvantages for New Zealand companies or organisations in employing staff who have come as immigrants from countries where English is not normally spoken as a first language.

(a). Please indicate what you see as the **advantages** of employing staff who have come as immigrants from countries where English is not normally spoken as a first language.

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(b). Please indicate what you see as the **disadvantages** of employing staff who have come as immigrants from countries where English is not normally spoken as a first language.

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Please note the important instruction on the next page.
Would you like a summary of the findings of this survey?

Yes  [ ]
No   [ ]

If yes, please write your name and address below:

..................................................................................................................
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We would like to get in contact with other people like yourself with New Zealand business qualifications who come from countries where English is not normally spoken as a first language.

If you know of any people like this whom we might approach about participating in this survey, please write their names and addresses below. If possible, please provide a contact telephone number.

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Thank you for taking the time to respond to this questionnaire.