

How to implement a refugee hiring program

TRAINING PRESENTATION

A Resource for HR / DEI Teams



Why invest in setting up a thoughtful refugee hiring program?

Companies that invest in creating a <u>welcoming</u> <u>environment</u> for refugees see dividends in <u>employee</u> <u>retention</u>, enhanced <u>brand and reputation</u>, and in their ability to <u>attract new talent</u> to the company.

Guidelines for implementing a refugee hiring program

PHASE 1: SET YOUR INTERNAL STRATEGY

- Designate 1-2 leads for your refugee hiring program
- Define goals for your refugee hiring program
- Educate your HR teams on refugee hiring
- Communicate to your stakeholders that your company has joined Tent and will be hiring refugees

PHASE 2: DEVELOP A REFUGEE RECRUITMENT PIPELINE

- Identify 1-2 locations to pilot your refugee hiring efforts
- Determine the type of roles that refugees could fill at your company
- Connect with local organizations and build strong partnerships
- Examine and modify your screening/recruitment process to remove unnecessary barriers
- Anticipate language and cultural barriers in the interview process
- Consider transportation barriers that may discourage refugees from applying

PHASE 3: CREATE A WELCOMING ENVIRONMENT FOR REFUGEES EMPLOYEES

- Set up a refugee-specific onboarding program
- Support the professional development of your refugee employees
- Invest in creating a more inclusive workplace

PHASE 4: CONTINUE TO DRIVE IMPACT

- Track and monitor your refugee hiring efforts
- Publicly communicate about your refugeeengagement
- Expand your refugee hiring program to new locations
- Check in regularly with Tent to provide updates and request additional support

Explore Tent's <u>Members' Hub</u> to access our suite of exclusive trainings, webinars, research, case studies, and more.

research reports.



PHASE 1: SET YOUR INTERNAL STRATEGY

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Designate 1-2 leads for your refugee hiring program

- Company Leads are responsible for setting the internal strategy and driving your refugee hiring initiative forward
- These professionals tend to come from HR, D&I, or CSR/public policy



Define goals for your refugee hiring program

- Set a measurable and specific goal for the number of refugees you will hire
- Collect data on other factors such as candidate job satisfaction, hiring manager satisfaction, candidate experience, first-year attrition, recruitment pipeline effectiveness, etc.
- Tent can help you develop realistic goals based on your hiring needs, social impact priorities, etc.



Educate your HR team on refugee hiring

- Leverage Tent's guidebooks, research, and trainings to educate your team on refugee-hiring 101 topics (e.g. legal status of forcibly displaced people in the U.S., work authorization documents, cultural differences, etc.)
- Invite team members to join Tent's monthly training sessions on best practices for refugee integration

Members' Hub Resources: Guidebook on U.S. Employer's Guide to Hiring Afghan Refugees Training on "How to hire Afghan refugees in the United States"



Communicate to your stakeholders that your company has joined Tent and will be hiring refugees

- Internal channels
 - Employee newsletter, team meetings, Slack,
 - o Invite Tent to speak at company/HR-wide meeting
 - Spotlight a refugee employee

External communication

- Social media and press
- Conferences and panels
- o Tent events

Members' Hub Resources:

- Training on "Consumer perceptions & communicating about your refugee efforts"
- Tent's "<u>Refugees at Work</u>" Podcast



PHASE 2: DEVELOP A REFUGEE RECRUITMENT PIPELINE

Identify 2-3 locations to pilot your refugee hiring efforts

 Ideally, pilot locations should be in urban areas with access to public transportation

> The 15 largest refugee hubs in the U.S. include: Atlanta, GA; Chicago, IL; Dallas, TX; Denver, CO; Detroit, MI; Houston, TX; Los Angeles, CA; Miami, FL; Minneapolis, MN; New York, NY; Philadelphia, PA; Phoenix, AZ; San Diego, CA; Sacramento, CA; Seattle, WA; Washington DC/Northern Virginia.



Members' Hub Resources:

Guidebook on "<u>U.S. Employers' Guide to Hiring Afghan</u> <u>Refugees</u>"

Determine the roles for which you will recruit refugees

- Refugees come to the US with a wide array of educational/professional experiences, language capabilities, and skill sets
- Tent can provide guidance on the types of roles refugees can fill at your company and connect you with local partners that can help you recruit refugees at all skill levels



Connect with local organizations and build strong partnerships

• Tent works closely with all nine <u>national refugee resettlement agencies</u> (RAs) and dozens of other refugee-focused NGOs and staffing agencies

RAs support companies in identifying potential refugee talent and support refugee applicants with navigating the application process and U.S. job market

Come prepared to these conversations with job descriptions, salary/benefits, transportation assistance, solutions for language learners, career pathways. Be patient and persistent, align on process and timeline, showcase your commitment

Members' Hub Resources:

Training & Guidebook on "Best Practices for Working with Refugee-Focused NGOs in the United States"

Examine your screening and recruitment process to remove unnecessary barriers

- Train your teams to ensure they are not screening out refugees due to resume gaps, lack of local experience, unrecognized credentials, or for seeming "overqualified"
- Assess a candidate's potential, not their interviewing skills

Members' Hub Resources: Guidebook on <u>Employer's Guide to Fostering</u> Inclusion for Refugees in the Workplace



Anticipate language and cultural barriers in the interview process

- Examine whether your interview process and job description demands a greater level of English fluency than the role itself requires, and tailor it accordingly
- Calibrate what level of English proficiency is required, and implement work-arounds (e.g. pairing refugees with compatriots who can assist with translation), recognizing that refugees often improve English rapidly on the job
- Be mindful of differences in communication styles (e.g. eye contact, gender/age dynamics, direct vs. indirect communication, etc.)



Members' Hub Resources:

- <u>Guidebook</u> and Training on "How to overcome language barriers and invest in immigrant and refugee talent"
- Training on "How to create a culturally inclusive workplace for refugee employees"

Consider transportation barriers that may discourage refugees from applying

- Given that refugees are new to the United States, it can take them many months to secure a driver's license and save sufficient funds to rent and/or buy a car.
- If the job location is not accessible via public transportation, companies can invest in solutions to help refugees get to an interview/job (e.g. arrange a carpooling or shuttle van, allow for more remote work, etc.) and share these offerings with applicants.

Members' Hub Resources:

Training and Quick Guide on "Addressing Transportation Barriers for Refugee Employees"

PHASE 3: CREATE A WELCOMING ENVIRONMENT FOR YOUR REFUGEE EMPLOYEES

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Set up a refugee-specific onboarding program

Tailor your onboarding experience for refugee employees to reduce cultural and language barriers and ensure that they are set up for success.

Ex: Set up a "buddy" system, conduct a benefits and resources info session, set up "lunch and learns" on workplace readiness topics, distribute onboarding materials in refugee employees' native language



Members' Hub Resources:

Training & Guidebook on "Setting up refugee employees and their teams for success in the U.S."



Support the professional development of your refugee employees

 To maximize the benefits refugees can bring to your company, invest in the professional growth and development programs of your refugee talent.

Ex: mentorship, on-the-job training, GED/ college classes, re-credentialing, English language training, and assisting in creating personalized career development plans

Members' Hub Resources:

Training on "Setting up refugee employees and their teams for success in the U.S."



Invest in creating a more inclusive workplace

- Companies should take steps to ensure that their workplaces and benefits are inclusive of their refugees, such as ensuring they have time off for their cultural/religious holidays and making sure they have culturally-appropriate food options.
- Since refugees might not be familiar with U.S. workplace norms, companies can run a training on this topic or pair refugees with a "buddy" who will help them get accustomed to their new workplace and ease social integration.

Members' Hub Resources:

- Training on "How U.S. companies can foster cultural inclusion for Afghan refugees."
- Training on "How to create a culturally inclusive workplace for refugee employees"
- Guidebook on "Employer's Guide to Fostering Inclusion for Refugees in the Workplace"

A PHASE 4: CONTINUE TO DRIVE IMPACT

Track and monitor your refugee hiring efforts

 Companies should collect data about the number of refugees they interview and hire through their application materials and/or employee engagement surveys – and monitor key metrics to better serve your refugee employees and understand successes and challenges with your refugee hiring program

Members' Hub Resources:

Guidebook on "Tracking refugee status in the workforce: a guide for companies in the United States"



Publicly communicate about your refugee-engagement

- Companies that publicly communicate about their support for refugees benefit from <u>positive</u> <u>consumer perceptions</u>, while also motivating their peer companies to similarly step up on this topic.
- Tent's communications team can work with your company to help you develop social media posts, <u>podcast episodes</u>, and videos around your refugee engagement.
- Tent provides companies with high-profile platforms, like our <u>U.S. Business Summit on Refugees</u>, to announce measurable and specific commitments in support of refugees.

Members' Hub Resources:

- Training on "Consumer perceptions & communicating about your refugee efforts"
- Tent's "Refugees at Work" Podcast

Expand your refugee hiring program to new U.S. and International locations

- After you have developed a strong, sustainable pilot program, you can then expand your refugee hiring initiative to new locations across the country.
- Tent can help you map out which of your other U.S. locations are close to a large refugee population and connect you to new local partners
- Tent can also help you expand your refugee hiring program to Europe, Canada and Latin America



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Check-in quarterly with Tent to provide updates and request support

Send the Tent team an email on a quarterly basis to share successes and challenges that you are facing with your refugee hiring program and request additional connections or support!



Sarah Fountain US Partnerships Manager Sarah@tent.org



Yaron Schwartz Director for the United States Yaron@tent.org



Shai Tamary US Partnerships Manager Shai@tent.org

Thank you!