



TENT

How to Implement a Refugee Hiring Program

Working Group Call,
Sunflower Project

January 25, 2023



Why invest in setting up a thoughtful refugee hiring program?

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



Guidelines for Implementing a Refugee Hiring Program



PHASE 1

Set your internal strategy

PHASE 2

Develop a refugee recruitment pipeline

PHASE 3

Create a welcoming environment for refugee employees

PHASE 4

Continue to drive impact

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

Member Resources

Background on Tent >

Download useful documents and learn more about the Tent Partnership for Refugees. Materials are available in multiple languages.

Events Calendar >

Get the latest information on Tent's upcoming events.

Innovation Spotlights >

Discover the innovative and exciting ways that Tent member companies are integrating refugees through our Innovation Spotlight series.

Training Materials >

Find training presentations designed to help companies implement their refugee programs, such as how to hire refugees or how to integrate refugees in the workforce.

Guidebooks >

Explore Tent's collection of 15+ guides designed to aid companies around the world in their efforts to hire, mentor, and create more inclusive workplaces for refugees.

Podcast >

Listen to episodes of "Refugees at Work", Tent's podcast which features conversations with refugee employees working at Tent member companies.

Global Webinars >

View episodes of Tent's global webinar series which explores best practices for companies interested in undertaking refugee initiatives, as well as refugee-related policy and research topics.

Country-Specific Webinars >

View episodes of Tent's country-specific webinars which explore best practices for companies interested in undertaking refugee initiatives in particular countries of interest. Episodes are recorded in the country's native language.

Exclusive Research >

Take a deep dive into Tent's catalog of members-only research - including synopses of Tent's proprietary consumer perceptions data which reveals how consumers in various markets respond to brands taking steps to integrate refugees, and other refugee-related research reports.





PHASE 1: SET YOUR INTERNAL STRATEGY

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.
- Company Leads could take on this role as a part time responsibility
- These professionals tend to come from HR, D&I, or CSR



Define goals for your refugee hiring program

- Set measurable and specific targets 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 with setting these various goals for your organisation



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 Ukrainians in Europe, overcoming language barriers, etc.)
- Invite team members to join Tent's monthly Sunflower Project working group calls and other training sessions on best practices for refugee integration



Tent Resources:

Guidance for companies on [Temporary Protection Directive](#)
Language training during a Working Group Call available [here](#)



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

- Internal channels
 - Employee newsletter, team meetings, Slack
 - Invite Tent to speak at company/HR-wide meeting
 - Spotlight a refugee employee
- External communication
 - Social media and press
 - Conferences and panels
 - Tent events



Members' Hub Resources:
Tent's "Refugees at Work" Podcast





PHASE 2: DEVELOP A REFUGEE RECRUITMENT PIPELINE

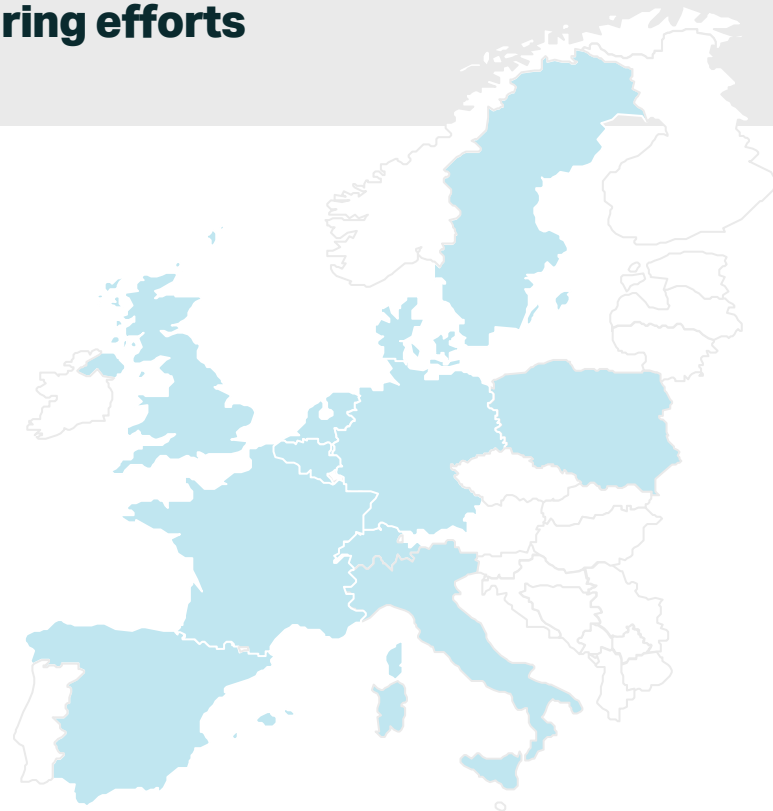
Identify 2-3 locations to pilot your refugee hiring efforts

- Ideally, pilot locations that are in urban areas with access to public transportation
- Tent can advise where you will have access to meaningful groups of refugees



Tent Resources:

Guidebooks on how to hire refugees available for several countries in Europe



Determine the types of roles that refugees could fill at your company

- Refugees come to Europe 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 many [local implementing organisations](#) and dozens of other international refugee-focused NGOs and staffing agencies

Implementing organisations support companies in identifying potential refugee talent and support refugee applicants with navigating the application process and European 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

Examine your screening and recruitment process to remove unnecessary barriers

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



Tent Resources:

Guidebook on [Employer's Guide to Fostering 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 local language fluency than the role itself requires, and tailor it accordingly
- Calibrate what level of local language proficiency is required, and implement work-arounds (e.g., pairing refugees with people with similar language skills who can assist with translation), recognizing that refugees often improve English or local language 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:

[Guidebook](#) 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 other barriers that may discourage refugees from applying

- Finding appropriate accommodation has been difficult for Ukrainian refugees in Europe. European public's willingness to host Ukrainians in their homes is waning rapidly. Companies may consider temporary accommodation and support in finding permanent housing
- As majority of Ukrainian refugees are women with small children childcare is a pre-requisite to start employment. Companies can support in arranging child care at location, and being more flexible with mothers.
- If the job location is not accessible via public transportation, companies should consider investing 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 the applicant



PHASE 3: CREATE A WELCOMING ENVIRONMENT FOR YOUR REFUGEE EMPLOYEES

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:

Guidebook on “Setting up refugee employees and their teams for success.”



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, re-credentialing, local/English language training, and assisting in creating personalized career development plans



Members' Hub Resources:

Guidebook on "Setting up refugee employees and their teams for success."



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
- Since refugees might not be familiar with new country'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.

 **Tent Resources:**
Guidebook on "[*Employer's Guide to Fostering Inclusion for Refugees in the Workplace*](#)"



PHASE 4: CONTINUE TO DRIVE IMPACT

Publicly communicate about your refugee-engagement



- Companies that publicly communicate about their support for refugees benefit from [positive consumer perceptions](#), 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, [podcast episodes](#), and videos around your refugee engagement.
- Tent provides companies with regular [high-profile opportunities](#) to announce measurable and specific commitments in support of refugees. In [June 2023](#), we'll convene major businesses to announce ambitious commitments to help tens of thousands of (Ukrainian) 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 and international locations

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



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



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

- France - Yasmine Leroux , yasmine@tent.org
- Germany - Christian Schmidt , christian@tent.org
- Netherlands - Hélène van Melle , helene@tent.org
- Poland - Paulina Jaworska , paulina@tent.org
- Spain - Amaia Elizalde „ amaia@tent.org
- Sweden - Karin Heri , karin@tent.org
- UK - Jen Stobart „ jen@tent.org



Working Group call schedule



23 November 2022

2nd Working Group Call (recording available):
How to hire Ukrainians with low local-language proficiency

25 January 2023

3rd Working Group Call:
How to implement a Refugee Hiring Program +
Examples of Recruiting Ukrainian Refugees in Europe

23 February 2023

4th Working Group Call:
Best Practices for Onboarding Refugee Talent

We're working towards a Business Summit in June 2023



Coinciding with World Refugee Month in June 2023, we'll convene dozens of major businesses to announce ambitious commitments to hire, mentor, train, and support tens of thousands of refugees from Ukraine and beyond

**Work with Tent to announce a commitment
at our upcoming Business Summit!**



A photograph of two women sitting at a wooden table in a modern office. The woman on the right, with long blonde hair and glasses, is smiling and looking towards the woman on the left. The woman on the left, with curly hair and glasses, is also smiling. On the table are a laptop, a notebook, a pen, a coffee cup, and sticky notes. The background shows a bright, open-plan office with large windows and modern furniture.

Thank you!