



TENT

# How Companies in the U.S. Can Mentor Hispanic Refugees

A Step-by-Step Guide





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## About the Tent Partnership for Refugees

With more and more refugees displaced around the world, businesses have a critical role to play in helping refugees to integrate economically in their new communities. Tent was launched in 2016 by Hamdi Ulukaya, the CEO and founder of Chobani – a multibillion dollar food company in the U.S. – to mobilize global businesses to fill this gap. Today, Tent is a **network of over 300 major companies**<sup>1</sup> committed to helping hundreds of thousands of refugees access local labor markets by helping them become job-ready and connecting them to work. Find out more at [www.tent.org](http://www.tent.org).<sup>2</sup>

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## In collaboration with:



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### **About Lutheran Immigration and Refugee Service**

Founded in 1939, Lutheran Immigration and Refugee Service (LIRS) is the largest faith-based national non-profit dedicated exclusively to serving refugees, asylum seekers, and other immigrant communities in the U.S. Through more than 80 years of service and advocacy, LIRS has helped more than 500,000 migrants and refugees rebuild their lives in the U.S. Find out more at [www.lirs.org](http://www.lirs.org).<sup>3</sup>

## Mentorship program co-host:



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### **About The National Hispanic Corporate Council**

Founded in 1985 as a learning organization for corporate America by corporate America, The National Hispanic Corporate Council (NHCC) is a collaborative community for Fortune 1000 members that provides access to Hispanic strategy development to optimize corporate performance. As the leading resource for maximizing the U.S Hispanic segment opportunity, NHCC convenes leaders to Connect. Learn. Share. Network. around thought leadership, strategies, best practices, and resources to elevate Hispanic talent, consumers, suppliers, community relations, and ERG functions. Learn more at [www.nhcchq.org](http://www.nhcchq.org).<sup>4</sup>

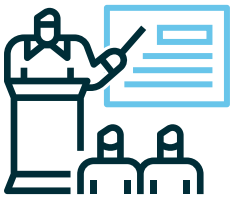


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# How to use this guide

This guide advises companies on how their Hispanic employee resource group (ERG) can partner with the Tent Partnership for Refugees (Tent) to establish and implement a professional mentorship program\* for Hispanic refugees in the U.S.

*\*The mentorship program referenced by this guide is a particular initiative designed and supported by Tent, and co-hosted by The National Hispanic Corporate Council.<sup>5</sup> To find out more about the program and how Tent can work with your company to set up and manage it, get in touch – email: [mentorship@tent.org](mailto:mentorship@tent.org).*

Mentorship can be incredibly beneficial in helping Hispanic refugees to find work and advance their careers – not only for those looking for their first job in the U.S., but also for mid- to high-skilled Hispanic refugees who are employed already in the U.S. and looking for a more advanced role that better fits their skills and experience. A mentorship program can help Hispanic refugees to strengthen their professional skills, navigate the U.S. job market, learn about workplace norms, and work towards career goals in the U.S. Mentors offer refugee mentees career guidance, provide feedback on resumes and cover letters, and help mentees to develop a professional network, which can drastically improve their professional career.

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This guide includes a background section to provide context on Hispanic refugees in the U.S., instructions for mentorship coordinators and mentors, and suggested content/topics for mentor-mentee meetings.

*Tent has also produced a separate **implementation guide**<sup>6</sup> that outlines the logistical components of this particular mentorship program, including a timeline and FAQs. Please email [mentorship@tent.org](mailto:mentorship@tent.org) if you have not received this or are having issues accessing the document.*

### **Appointing a mentorship coordinator**

A mentorship coordinator will manage the mentorship program and be the official point of contact for mentors. Some mentorship coordinators may be a leader in a Hispanic ERG, or work within a company's Human Resources (HR), Corporate Social Responsibility (CSR), or Diversity and Inclusion (D&I) team, but they could hold any role.

### **Recruiting mentors**

The mentorship coordinator will be responsible for recruiting employees to volunteer as mentors. **Mentors should speak Spanish to at least a conversational level to participate in the program since many Hispanic refugees will be most comfortable communicating in Spanish.**

Mentorship can be an enriching professional and personal experience for both mentors and mentees. Refugee mentees bring new perspectives, talent, and skills from which mentors can learn. In addition, mentors have the opportunity to develop their leadership skills, communication abilities, and cross-cultural competencies.

# Background on Hispanic refugees in the U.S.







Before partnering with Tent to develop a mentorship program for Hispanic refugees, it is important to understand the context for Hispanic refugees in the U.S., including the challenges they face when trying to find, secure, and maintain work.

*This guide will use the term “Hispanic” to refer to individuals who are from Spanish-speaking backgrounds and trace their origins to countries in Latin America.<sup>7</sup> Although Spanish is the common language among these groups, it is important to note that Hispanic refugees come from many different countries with distinct cultures and histories.*

Companies should understand that Hispanic refugees who take part in the mentorship program will have different backgrounds, skills, personalities, and motivations. They will each face unique obstacles in their efforts to realize their personal and professional goals. This guide will share an overview of the U.S. Hispanic refugee population and highlight some of the subsets of this community.

*Tent recommends that mentors familiarize themselves with basic information about their mentee’s country of origin by conducting some brief research prior to meeting with them for the first time. This will provide mentors with context for what their mentee may have experienced.*

Though Hispanic refugees have varying backgrounds and reasons for coming to the U.S., they often encounter steep barriers when finding jobs and advancing in their careers. Hispanic refugees’ experiences will vary based on the conditions of their country of origin, as well as their socioeconomic background, level of education, and work experiences.

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## What are the legal statuses of Hispanic refugees in the U.S.?

Please note that this guide will use “refugee” as a catch-all term for all forcibly displaced people in the U.S. Forcibly displaced people in the U.S. have several immigration statuses, including asylees, asylum seekers, humanitarian parolees, refugees, Temporary Protected Status (TPS) holders, and victims of human trafficking:

- ▲ **Asylees:** individuals who are unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion. Asylees receive this status after applying for asylum once they are already present in the U.S. or are seeking admission at a port of entry. It is important to note that asylees have been legally adjudicated to merit asylum and are different from asylum seekers, who have a pending asylum case. Asylees can obtain legal permanent resident status one year after their grant of asylum. Many asylees will already have an Employment Authorization Document when they obtain their asylee status, as they are eligible to apply for the document 150 days after submitting their asylum application. If they do not already have one, individuals can receive an Employment Authorization Document once granted asylum.<sup>8</sup>
- ▲ **Asylum seekers:** individuals who have left their country of origin and have formally applied for asylum in the U.S. but are waiting for a determination on their asylum case. Asylum seekers need to wait 150 days after submitting their asylum application to apply for an Employment Authorization Document to work legally. Given the backlog with the court system, it can sometimes take several years for an individual to receive asylum.
- ▲ **Humanitarian parolees:** individuals who are granted temporary admission to the U.S. based on urgent humanitarian need, such as needing to receive critical medical treatment in the U.S., caring for a sick relative in the U.S., or needing protection from targeted or individualized harm. In recent years, specific humanitarian parole programs have been granted to particular groups to provide protection for harm.<sup>9</sup> One program enables Cubans, Haitians, Nicaraguans, and Venezuelans to come to the U.S. as parolees.<sup>10</sup>

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Another program that began in July 2023 allows individuals from El Salvador, Guatemala, Honduras, and Colombia to come to the U.S. for three years under humanitarian parole.<sup>11</sup> Humanitarian parolees need to apply for an Employment Authorization Document to work legally in the U.S.<sup>12</sup>

- ▲ **Refugees:** individuals who are unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion. Refugees recommended for resettlement to the U.S. undergo a thorough vetting process, including screening by U.S. federal agencies, a medical screening, and in-person interviews. Refugees then travel to the U.S. and are assisted by refugee resettlement agencies with basic needs such as obtaining housing, enrolling children in school, and finding employment. Refugees can obtain legal permanent resident status after one year in the U.S. Refugees are authorized to work upon their admission to the U.S.
- ▲ **Temporary Protected Status (TPS) holders:** individuals living in the U.S. are eligible to apply for TPS status when the U.S. government adds their country of origin to the TPS list due to unsafe conditions such as civil war, an environmental disaster, or an epidemic.<sup>13</sup> Individuals need to apply for an Employment Authorization Document to work legally. TPS is a temporary status. As of August 2023, countries in Latin America with TPS designation include El Salvador, Haiti, Honduras, Nicaragua, and Venezuela.<sup>14</sup>
- ▲ **Victims of human trafficking:** individuals who were coerced to participate in sex or were exploited for their labor. Adult victims of sex or labor trafficking who are not U.S. citizens or lawful permanent residents can apply for a T visa, which allows them to stay legally in the U.S. for four years and obtain an Employment Authorization Document.<sup>15</sup> Individuals who are approved for a T visa will automatically receive an Employment Authorization Document with their visa.<sup>16</sup>

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It is worth noting that the majority of forcibly displaced Hispanic people in the U.S. are asylum seekers, TPS-holders, and humanitarian parolees. In 2023, more than 500,000 individuals from Venezuela, Cuba, El Salvador, Guatemala, Honduras, and Nicaragua filed asylum applications.<sup>17</sup> As of June 2023, there were approximately 240,000 TPS-holders from El Salvador, 75,000 from Honduras, and 4,000 from Nicaragua.<sup>18</sup> As of September 2023, there were more than 240,000 TPS-holders from Venezuela, with around 470,000 eligible under an expansion and redesignation of Venezuela for TPS.<sup>19</sup> From January through June 2023, around 190,000 Cubans, Haitians, Nicaraguans, and Venezuelans have been vetted and approved for humanitarian parole,<sup>20</sup> and many more – over 380,000 Cubans, nearly 120,000 Venezuelans, and more than 20,000 Nicaraguans – have applied for parole, with their status pending as of April 2023.<sup>21</sup>

*To learn more about these legal statuses, see Tent's ["U.S. Employers' Guide to Hiring Refugees"](#) resource.<sup>22</sup>*

Having different statuses means that these individuals have arrived in the U.S. by different means. Some (including those who enter as refugees and asylees) immediately have a pathway to permanent legal status, while others (including humanitarian parolees and TPS-holders) need to pursue a permanent legal status through the legal system to stay in the country.

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### **Which countries are Hispanic refugees fleeing from?**

Hispanic refugees are fleeing violence and persecution from countries throughout South and Central America. In recent years, the largest populations of forcibly displaced Hispanic refugees in the U.S. came from **Venezuela, Cuba, the Northern Triangle (El Salvador, Guatemala, and Honduras), and Nicaragua.**

#### ***Venezuela***

Since 2015, more than 7 million **Venezuelans** have fled their home country due to deepening poverty, human rights abuses, a collapse in basic services, food and medicine shortages, crime and violence, and corruption. While the vast majority of Venezuelan refugees have fled to nearby countries in Latin America, the U.S. has also welcomed hundreds of thousands of Venezuelans in recent years under different programs. Most forcibly displaced Venezuelans in the U.S. are asylum seekers, humanitarian parolees, and TPS-holders. In 2023, the U.S. government established a new program to welcome 360,000 Cubans, Haitians, Nicaraguans, and Venezuelans per year via humanitarian parole, and has welcomed over 48,000 Venezuelan parolees between January and June 2023 alone.<sup>23</sup> As of September 2023, there were more than 240,000 beneficiaries under Venezuela's TPS designation, with around 470,000 additional Venezuelans eligible for TPS following the country's extension and redesignation.<sup>24</sup> Additionally, nearly 200,000 Venezuelans were awaiting asylum approval between 2021 and 2023.<sup>25</sup> From 2021 to 2022, asylum applications from Venezuelans increased by 280%, from 9,200 to 35,000.<sup>26</sup>

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While there is limited data on the backgrounds of Venezuelans who are newly arrived in the U.S., they will likely follow the geographical and professional trends of the broader Venezuelan community in the U.S. More than half (51%) of Venezuelans in the U.S. live in Florida, followed by Texas (14%) and New York (4%). Venezuelans typically have high levels of education, with 62% of those who arrived in the U.S. between 2017 and 2021 reporting having a bachelor's degree.<sup>27</sup> Venezuelans also participate in the labor market at higher rates than U.S.-born and other immigrant adults, with 74% of those aged 16 and older in the labor force in 2021. Venezuelans were found in all types of occupations, with many working in management (37%), sales and office (23%), production and transportation (16%), and service occupations (15%).<sup>28</sup>

### Cuba

Cubans have a long history of migration to the U.S., with several waves of high migration since Fidel Castro took power in 1959. In the past few years, economic conditions in Cuba have worsened, with many facing food, electricity, and medicine shortages, creating a large migration to the U.S.<sup>29</sup> In 2022, 220,000 Cubans were stopped at the border – almost 6 times as many as the previous year.<sup>30</sup> In recent years, many Cubans were coming to the U.S. by flying to Nicaragua, then making the journey across the U.S.-Mexico border. One of the reasons that the humanitarian parole program to welcome 360,000 Cubans, Venezuelans, Haitians, and Nicaraguans was put into place is to reduce the flow of Cubans through the border.<sup>31</sup> More than 40,000 Cubans entered as parolees through the humanitarian parole program between January and August 2023.<sup>32</sup> Cubans have also come to the U.S. through other programs: between 2010 and 2022, more than 20,000 came as refugees; and from 2021 to 2022, asylum applications from Cuban nationals increased from approximately 2,800 to 45,700 – a 1,500% increase.<sup>33</sup> Many others have applied for asylum, with more than 80,000 awaiting a response on their asylum application in 2023.<sup>34</sup>

One notable difference for the Cuban population is that the Cuban Adjustment Act of 1966 has enabled Cubans who enter the U.S. to apply to become a legal permanent resident after one year and one day of living in the country, and have

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a path to U.S. citizenship.<sup>35</sup> In 2018, 59% of the 1.3 million Cubans living in the U.S. were naturalized citizens.<sup>36</sup> The Act also ensures that Cuban parolees and asylum seekers are eligible for benefits provided by the refugee resettlement agencies that are funded by the Office of Refugee Resettlement, whereas most other forcibly displaced Hispanic people in the U.S. are not eligible for these benefits.

Most Cubans in the U.S. live in Florida (77%), particularly the Miami area, with smaller populations in Texas (4%), New Jersey (4%), and California (3%).<sup>37</sup> Cubans typically have education levels lower than the U.S.-born and total foreign-born populations, with 54% holding a high school diploma, and 24% holding a bachelor's degree or higher.<sup>38</sup> Working-age Cubans are employed across a variety of sectors, including office-based jobs, and production, sales, and service occupations.<sup>39</sup>

### *The Northern Triangle*

Insecurity, poverty, environmental issues, and violence have driven individuals from El Salvador, Guatemala, and Honduras to the U.S. These three countries are called the "Northern Triangle". Many refugees from the Northern Triangle identify as female and LGBTQ. Women are often targeted by gang members, with Honduras in particular having very high rates of domestic violence and sexual violence.<sup>40</sup> LGBTQ individuals often find themselves in danger because Central American countries are generally more religiously conservative. Over half (51%) of the more than 11,000 LGBTQ asylum claims in the U.S. from 2012 to 2017 were from El Salvador (28%), Honduras (15%), and Guatemala (8%).<sup>41</sup>

Refugees from El Salvador, Guatemala, and Honduras come to the U.S. through different pathways, including seeking asylum, holding TPS, or seeking parole through the Central American Minor program. Guatemalans, Hondurans, and Salvadorans were among the top 10 nationalities of those granted asylum between 2019 and 2021.<sup>42</sup> In addition, many have applied for asylum and are awaiting their asylum decision. From 2019 to 2023, there were more than 520,000 asylum petitions from Guatemalans, 450,000 from Hondurans, and 500,000 from Salvadorans.<sup>43</sup> Many TPS-holders are from El Salvador and Honduras, both of which were designated for TPS more than 20 years ago.<sup>44</sup>

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While there is limited data on the backgrounds of Central American refugees new to the U.S., they will likely follow the geographical and professional trends of the broader Central American community already in the U.S. Almost half (49%) of all Central American immigrants in the U.S. live in California (25%), Texas (13%), Florida (11%), and New York (7%).<sup>45</sup> Many Guatemalans, Hondurans, and Salvadorans are not proficient in English. Central American immigrants tend to have lower levels of formal education, with 46% having less than a high school diploma, and only 12% holding a bachelor's degree.<sup>46</sup> Guatemalans, Hondurans, and Salvadorans have some of the highest rates of labor force participation – higher than both the U.S.-born and total foreign-born populations. Many Central American immigrants can be found working in the service, construction, and production industries.

### **Nicaragua**

Political instability and economic conditions in Nicaragua, as well as new visa restrictions on Nicaraguan migrants in Costa Rica, have led record numbers of Nicaraguans to flee to the U.S. in the past two years.<sup>47</sup> A surge in Nicaraguans trying to cross the U.S.-Mexico border, with more than 280,000 arriving at the border from 2022 through the first half of 2023, prompted the U.S. government to create a program offering Nicaraguans humanitarian parole.<sup>48</sup> From January through June 2023, nearly 30,000 Nicaraguans were approved for travel through this new parole program – a number that is expected to grow.<sup>49</sup> Nicaraguans have also been coming to the U.S. as asylees, with 40,000 asylum applicants in 2023, and through TPS, with 4,000 Nicaraguan TPS-holders.<sup>50</sup> While there is limited data on Nicaraguans who are newly arrived in the U.S., they will likely follow the geographical and professional trends of the broader Nicaraguan community in the country. Approximately 24% of Nicaraguan immigrants in the U.S. prior to 2017 had obtained at least a bachelor's degree, and 59% are proficient in English.<sup>51</sup> The largest Nicaraguan communities in the U.S. are concentrated in Florida, California, and Texas.<sup>52</sup>

In addition to Venezuelans, Cubans, Nicaraguans, and individuals from the Northern Triangle, there are large Hispanic refugee populations in the U.S. from **Mexico, Colombia, and Ecuador.**



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### **Are Hispanic refugees authorized to work in the U.S.?**

All Hispanic refugees holding the statuses listed in this guide can receive an Employment Authorization Document or permanent resident card from the U.S. government's United States Citizenship and Immigration Services (USCIS), which authorizes them to work without requiring sponsorship from an employer.

However, the process of receiving documents that prove work authorization will be different based on status. Individuals with some statuses (e.g., humanitarian parolees, asylum seekers, TPS-holders) will need to apply and wait for work authorization documents, while others (e.g., refugees, asylees) receive them through an expedited process. Some individuals will receive documents quickly, while others will need to wait several months.

In addition to differences in the process for obtaining work authorization documentation, some individuals (humanitarian parolees, TPS-holders, asylum seekers, and victims of human trafficking) receive temporary residence and work authorization, while others (refugees and asylees) can receive permanent residence and work authorization. Individuals with temporary statuses will have more concerns about their legal situation and will need to apply to adjust their status to remain legally authorized to work and live in the U.S. Individuals with refugee or asylee status are able to apply for a Permanent Resident Card, or Green Card, after one year.<sup>53</sup>

*For answers to common questions about how to hire refugees, including critical information for HR teams, see Tent's [\*\*"U.S. Employers' Guide to Hiring Refugees"\*\*](#) resource.<sup>54</sup>*

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### **How are current Hispanic refugees faring in terms of employment?**

As noted in the [Which countries are Hispanic refugees fleeing from?](#) section, there can be vast differences in the education and employment backgrounds of Hispanic refugees. Some groups tend to have higher levels of English proficiency and bachelor's degree ownership than others. Across countries of origin, many Hispanic refugees can be found in management, sales and office, production, transportation, and service industries.

Regardless of their professional experience in their home country, Hispanic refugees face many barriers to securing employment in the U.S. These can include a lack of familiarity with U.S. workplace culture and the job search process, low levels of English proficiency, and a lack of understanding of career pathways in the U.S. Hispanic refugees with high levels of education may struggle with the processes and costs associated with validating education credentials needed to access certain industries for employment. In addition, their credentials or experience may not be familiar to HR teams reviewing their resumes, which can make it challenging to progress in the interview process.

The most frequently obtained statuses by forcibly displaced Hispanic people (e.g., asylum seekers, TPS holders) make them ineligible to receive benefits from the federal government, or employment service support from the refugee resettlement agencies tasked with helping refugees to find employment. This means that most Hispanic refugees are forced to rely on their communities for support in finding a job. Many Hispanic refugees waiting for work authorization due to pending status applications need to work "under the table", at least for a time, to support their family in the U.S. or back in their home country. Many Hispanic refugees also endure the stress of living in mixed-status families – for example, where one parent is undocumented, one parent is an asylum seeker, and their child is a U.S. citizen. Obtaining legal status is a particular concern for many Hispanic refugees.

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Some Hispanic refugees may be searching for a job that pays the bills and supports their family, while others may be searching for employment in a particular job function or career field. Some Hispanic refugees have the education, professional experience, and English skills to obtain mid- to high-skilled employment in the U.S. Mentorship can help Hispanic refugees to advance in their careers – whether that is finding their first job in the U.S., or a more skilled role commensurate with their professional background – as mentors work with mentees to expand their professional network and gain a better understanding of the U.S. job market.

## Resources

For more information about Hispanic refugees in the U.S., see:

- The [USA for UNHCR website](#)<sup>55</sup> provides basic information about refugees in the U.S.
- [UNHCR](#), the UN Refugee Agency, offers stories about different refugee groups.
- [This Congressional Research Service report](#)<sup>56</sup> details all TPS populations, including information about why each country has been designated for TPS.
- [The U.S. Department of State website](#)<sup>57</sup> and [this video by refugee non-profit Switchboard](#)<sup>58</sup> share information about how refugees arrive in the U.S.

*Note that government websites typically have a "Spanish" or "Español" button that will translate the entire website into Spanish.*

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For resources for Hispanic refugees about adjusting to life in the U.S., see:

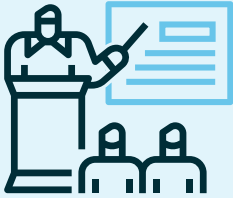
- The **Asylum Seeker Advocacy Project**<sup>59</sup> offers legal resources to asylum seekers.
- **Settle In**<sup>60</sup> offers multilingual information for refugees about resettling in the U.S. A phone application called “Settle In” is also available for download. While some information here is specific to refugees, there are other **video resources in Spanish**<sup>61</sup> that may be helpful to individuals with all immigration statuses.
- **Switchboard**<sup>62</sup> provides e-learning resources on a variety of topics, including employment and adult education.
- **Upwardly Global**<sup>63</sup> offers free, virtual services for immigrants and refugees seeking to return to their professional careers.
- **WES Career Pathways Guides** provides free career information for internationally trained immigrants and refugees, including academic and licensing requirements, and alternative career options for the fields of accounting, allied health, architecture, business administration, dentistry, engineering, finance, IT, law, nursing, pharmacy, and teaching.
- The U.S. Department of Labor’s **Worker.gov website**<sup>64</sup> provides information about American workplace laws.
- **World Education Services**<sup>65</sup> provides international credential evaluation for individuals with degrees from other countries.
- Hispanic refugees seeking assistance with learning English can often find free courses at local community colleges – an online search for “ESL classes” in your location should show available options.

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For more information about hiring refugees, see:

- Tent's "[U.S. Employers' Guide to Hiring Refugees](#)" resource.<sup>66</sup>
- The [E-Verify website](#)<sup>67</sup> for more information about the web-based system through which employers electronically confirm the employment eligibility of employees.
- The [USCIS website](#)<sup>68</sup> for more information about immigrant work authorization and documentation, including helpful videos explaining [how to complete the Form I-9](#).<sup>69</sup>
- The United States Department of Justice's Immigrant and Employee Rights (IER) Section of the Civil Rights Division, which helps employers and workers to understand the anti-discrimination provision of the Immigration and Nationality Act. The Immigrant and Employee Rights Section, in particular, helps employers and workers to understand the documentation needed to fulfill Form I-9 requirements when applying for a job. Some helpful links include:
  - The [IER website](#),<sup>70</sup> which contains resources for companies.
  - [This fact sheet](#)<sup>71</sup> about refugee and asylee work authorization and documentation.
- The [U.S. Equal Employment Opportunity Commission website](#),<sup>72</sup> which offers guidance for employers to prevent national origin discrimination in the workplace. Companies hiring Hispanic refugees, like any other employee, should be aware of anti-discrimination provisions relating to national origin discrimination.

# Guide for mentorship coordinators



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This guide will equip you with the information your Hispanic ERG needs to establish a mentorship program for Hispanic refugees in partnership with Tent. Participating in this program is an opportunity for you and your colleagues who volunteer as mentors to develop inclusive leadership skills, communication abilities, and cross-cultural competencies.

As mentorship coordinator, you will be responsible for recruiting your colleagues to become mentors, serving as a point of contact for mentors and Tent, organizing administrative aspects of the program, and more.

Tent has also produced a separate **implementation guide**<sup>73</sup> that outlines the logistical components of this particular mentorship program, including a timeline and FAQs. Please email [mentorship@tent.org](mailto:mentorship@tent.org) if you have not received this or are having issues accessing the document.

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### **The benefits of mentorship for your colleagues and company**

Serving as a mentor is an opportunity for employees to share their knowledge and expertise with Hispanic refugees who can benefit greatly from this guidance. This individualized support will help Hispanic refugees to settle on career goals and strategy, build professional networks, navigate the U.S. job market, and find and secure more advanced jobs.

Participating in this mentorship program will also help your colleagues to strengthen their communication abilities and develop cross-cultural competencies. Furthermore, your company will be demonstrating its commitment to diversity, equity, and inclusion by supporting a marginalized group. Your colleagues will be proud to see their company supporting one of the most vulnerable populations in the U.S.

Most importantly, working with a mentor can have a hugely positive impact on the professional success of a Hispanic refugee. By serving as role models, providing resources on how to succeed in the workplace, and helping mentees to build their professional networks, mentors have an opportunity to change the course of a Hispanic refugee's life.





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## Suggested components of a mentorship program for Hispanic refugees

- Mentors and mentees meet at least six times during a six-month period, either online, through meetings at your company's office, or informal gatherings outside of the office. Meetings can happen more frequently if a mentor, mentee, or your company would prefer (see the [Guide for mentors](#) chapter for meeting resources, including mentor-mentee exercises).
- Mentors and mentees discuss the local job search process, including tips on resumes, cover letters, and LinkedIn.
- Mentors and mentees reflect on cultural norms in the workplace in the U.S.
- Mentors support mentees to access a professional network in their field(s) of interest.
- Mentors and mentees learn from each other's professional experiences.
- Mentors and mentees practice English as much as possible.
- Mentors and mentees develop leadership and communication skills by providing feedback to each other.

## Steps for implementing a mentorship program for Hispanic Refugees

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**01** Recruit mentors at your company

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**02** The mentor-mentee matching process

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**03** Prepare mentors for their role

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**04** Support mentors and mentees over the course of the program

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**05** Measure success with a post-program survey

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# 01

## Step one:

### Recruit mentors at your company

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One of your primary responsibilities as mentorship coordinator is to recruit employees at your company to serve as mentors. Tent recommends recruiting mentors from a variety of professional and personal backgrounds.

*Since you will be exchanging information about mentors and mentees with Tent, please ensure that you are adhering to your company's internal privacy and data safeguarding policies.*

#### Steps for recruiting mentors at your company:

1. Develop and implement a strategy for recruiting mentors who speak Spanish to at least a conversational level. Examples include:
  - Emailing employees at your company with the support of HR or internal communications colleagues (see the [Appendix](#) for a sample email).
  - Highlighting the initiative at company events.
  - Promoting the initiative through your Hispanic ERG.
  - Posting about the initiative in internal company channels, such as Slack or Microsoft Teams.

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2. Share a link to a registration form provided by Tent to sign up mentors to the program (see the [implementation guide](#)<sup>74</sup> for more information).
  3. Check your company's safeguarding policies, including whether mentors participating in this program will be required to undergo a criminal background check. Decide which background checks mentors will be required to undergo.
  4. Share this resource with mentors, so they have full visibility of all content related to the mentorship program.



Refer to the [implementation guide](#)<sup>75</sup> for further details and feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).

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## Step two:

### The mentor-mentee matching process

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Tent partners with a network of NGOs, community organizations, and other groups that service refugees to recruit mentees for this program.

Employees and refugees will be able to sign up as mentors and mentees at any time through an online tool created by Tent. The process is as follows:

1. Once a mentee signs-up, Tent will match them to a suitable mentor.
2. Once a mentor is identified, the mentee will receive an automated email from Tent asking them to confirm their participation in the mentorship program.
3. After their mentee confirms their participation, the mentor will receive an automated email asking them to attend online training provided by Tent (throughout the program, mentors and mentees will have access to additional online resources).
4. Mentors will be asked to arrange the first session with their mentee after they complete their training.

See the [implementation guide](#)<sup>76</sup> for the latest information about how mentor-mentee matching works, including a step-by-step process flow and details about who is responsible for doing what.



*Feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).*

# 03

## Step three: Prepare mentors for their role

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All mentors who take part in the mentorship program are required to participate in a Tent training webinar to learn best practices for supporting their refugee mentee. But you should also provide mentors at your company with guidance on how best to prepare for their mentorship experience by sharing the [Background on Hispanic refugees in the U.S.](#) chapter of this guide with them in advance of their first mentee meeting. This will provide mentors with a chance to learn more about the challenges Hispanic refugees face, as well as best practices for stepping into a mentoring role. Mentors are also encouraged to learn more about their mentee's country of origin in advance of their first meeting. Additionally, you should direct mentors to review the meeting resources included in the [Guide for mentors](#) chapter in advance, so they can anticipate what to expect as they take on the role.

You may also want to plan an informational meeting with all mentors, either in person at your company or online, to prepare them for the program. Be sure to reserve time for them to share their questions or concerns.

The agenda for this informational mentor session could include:

- Objectives of the mentorship program.
- A summary of the steps involved.
- Background information on mentees: where they come from, challenges they face, etc.
- A discussion about this mentorship program's code of conduct (see the [Annex](#)).

At this meeting, it may also be useful to provide best practices for building relationships across cultures. Mentors who may have mentored before or have experience of working with refugees can give advice to the rest of the group.



Refer to the [implementation guide](#)<sup>77</sup> for further details and feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).

# 04

## Step four:

### Support mentors and mentees over the course of the program

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#### **Support for mentors**

For the duration of the mentorship program, you are the mentors' point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond the knowledge and experience of their mentor – for example, reuniting with family, legal issues, etc. It is important to note that neither you nor your colleagues are professionally trained on refugees' mental health challenges, legal statuses, or other such issues. In the initial meeting between a mentor and mentee, they can agree on the boundaries of their relationship, logistics (e.g., the best way to contact each other and at what hours), and come to an agreement on confidentiality.

Mentors and mentees should agree that they can maintain confidentiality unless they feel someone is at risk of harm, or others around them are at risk of harm. Should a mentor report a conversation with their mentee they feel is outside the scope of the mentorship program, or which is inappropriate or concerning, do not keep this information to yourself or attempt to manage a situation on your own. If a mentor raises such a concern, please raise it with Tent or the NGO that referred the mentee (if you know this information) as soon as possible. **Do not share sensitive information with anyone other than Tent or the referring NGO.**

#### **Checking-in**

Tent recommends that mentorship coordinators send a check-in email to mentors and mentees at the midpoint of their six months together, offering to meet if anyone has questions. During these check-ins, mentors and mentees can share and discuss their concerns and progress.

#### **Your company's sexual harassment and conduct policies should apply to mentor-mentee relationships**

The mentoring experience is professional in nature, and this should be reflected in the conduct of both mentors and mentees. For the duration of the mentorship program, sexual and romantic relationships between mentors and mentees is prohibited, as are lewd and sexually suggestive comments. A mentor who abuses their status as a trusted figure to engage in a romantic or sexual

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relationship with their mentee constitutes sexual misconduct. No participant in the mentorship program should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment.

If a mentor feels uncomfortable with their mentee's behavior, mentors should raise the issue with you, the mentorship coordinator. Support them as they reflect on the mentee's behavior and why it feels challenging to them. At the same time, if a mentee feels uncomfortable with their mentor's behavior, they should contact Tent and/or the NGO that referred them to the mentorship program.

### **Rematching**

The aim of the program is for mentors and mentees to work together throughout its duration, allowing them to develop a strong relationship. However, if a mentee is uncontactable, or if there is a concern about them, please raise this with Tent, which will do its best to assign another mentee to the mentor.



*For information about what to do if a mentee is uncontactable, or if you would like to request a new mentee, see the **implementation guide**.<sup>78</sup>*

*Feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).*



# 05

## Step five:

### Measure success with a post-program survey

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At the end of the mentorship program, Tent will distribute program evaluation surveys to both mentors and mentees so they can report back on their experience. Mentors will be asked to complete this survey as a way to indicate completion of their match. These surveys are a great way to measure impact, and unearth best practices and lessons learned, so that Tent can strengthen the mentorship program year after year. Tent will share the results of these surveys with companies.

*Tent will also provide certificates to mentors and mentees at the end of the program to recognize their efforts. Mentors must complete the post-program survey to receive their certificate.*



Refer to the **implementation guide**<sup>79</sup> for further details and feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).

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### **Ensuring the long-term success of the mentorship program**

This mentorship program was designed by Tent to continue on a continuous basis (see the [implementation guide](#)<sup>80</sup> for more information).

If you are leaving the company or need to step back from your mentorship coordinator responsibilities after the first iteration of the program, it is your responsibility to find a new mentorship coordinator within your Hispanic ERG to continue running the program. Make sure to hand over all essential relationships and resources to the new mentorship coordinator. Mentors should be encouraged to renew their participation in the program if they have had a positive experience.

Additionally, some mentors and mentees may choose to stay in touch after the conclusion of the program. In some cases, they may even form long-term mentoring relationships or friendships. Though the parameters of this program are six months, the connections forged may last far beyond the program and continue to positively impact both participants. However, you are no longer responsible as mentorship coordinator for their relationship after the end of the program. Make sure that both mentors and mentees understand that if they wish to continue their contact after the program's end, it will be without any official support.



# Recap: program checklist for mentorship coordinators

- Develop and implement a strategy for recruiting Spanish-speaking mentors.

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- Share a link to a registration form provided by Tent to sign up mentors to the program.

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- The mentor-mentee matching process:
  - Once a mentee signs-up, Tent will begin the process of matching them to a suitable mentor.
  - Once a mentor is identified, the mentee will receive an automated email from Tent asking them to confirm their participation in the mentorship program.
  - After their mentee confirms their participation, the mentor will receive an automated email asking them to attend online training provided by Tent (throughout the program, mentors and mentees will have access to additional online resources).
  - Mentors will be asked to arrange the first session with their mentee after they complete their training.

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- Prepare mentors for their role by sharing the relevant content and resources, and by planning an informational meeting.

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- Offer at least one mid-program check-in meeting for mentors and mentees in case they need to raise any concerns.

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- Tent distributes post-program surveys to mentors and mentees.

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- Tent provides certificates to mentors and mentees.

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- If you do not plan to reprise your role as mentorship coordinator, find a new mentorship coordinator from within your Hispanic ERG and hand over any key relationships and resources.



Refer to the **implementation guide**<sup>81</sup> for further details and feel free to reach out to Tent if you need additional guidance – email [mentorship@tent.org](mailto:mentorship@tent.org).

# Guide for mentors

This guide contains information and advice that will equip you to serve as a mentor in your company's mentorship program for Hispanic refugees. Participating in this program is an opportunity for you to strengthen your inclusive leadership skills, cross-cultural competencies, and communication abilities, as well as make a difference in a Hispanic refugee's life. You can also learn from the experiences of professionals from another country.

For your mentee, this mentorship program is an opportunity to broaden their own social and professional networks, exchange experiences, and receive guidance from you as a trusted resource as they navigate their career path and the U.S. job market.



## Contents

- 1. The mentorship program**
  - a. Program overview
  - b. The role of the mentorship coordinator
  - c. The matching process
  - d. Mentor-mentee meetings
  - e. Advocating for your mentee
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- 2. How to be an effective mentor**
  - a. Understanding your role as mentor
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  - f. Meeting six: Recap and next steps

# The mentorship program

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## Program overview

You will be matched with a Hispanic refugee who will be your mentee for the duration of the mentorship program. As a mentor, you will be expected to:

- Meet with your mentee at least six times within a six-month period, either in person or online, to work together on professional development topics including:
  - **Career goals and self-assessment**
  - **How to find a job in the U.S.**
  - **Resumes, cover letters, and LinkedIn**
  - **The interview process**
  - **Networking**
  - **Key learnings and next steps in your mentee's job search**
- Discuss and reflect on differences in workplace cultural norms with your mentee.
- Exchange professional experiences with your mentee and expand their professional network by making introductions between them and your contacts.
- Provide feedback via the end-of-program survey.

## The role of the mentorship coordinator

The mentorship program at your company will be managed by one of your colleagues who is designated to serve as mentorship coordinator. This person is responsible for managing all administrative aspects of the program.

In addition, the mentorship coordinator will be your primary point of contact should any questions or challenges arise over the course of the program.

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### **The matching process**

To begin your role as a mentor, you will need to fill out a registration form about your professional and personal background. You can also share in the form your expectations as a mentor (e.g., what you expect from the program, how often you would like to be in touch with your mentee, etc.). Tent will match you with a mentee and confirm the details of this via email. Before you can connect with your mentee, you must complete online training provided by Tent (information about this will be included in Tent's email to you).

### **Mentor-mentee meetings**

You will be expected to meet with your mentee at least six times over a six-month period. You should send a personal note to your mentee in advance of each of these meetings via email, text message, and/or WhatsApp to express your enthusiasm about working together, and to confirm their attendance. If you or your mentee cannot make it to one of the meetings, suggest an alternative time to meet. Mentors are expected to take the lead on scheduling.

*Tent recommends initially contacting your mentee in Spanish, in case they are more comfortable with Spanish than English. However, Tent recommends trying to use your mentorship sessions to practice English as much as possible, as this will help your mentee when it comes to job applications, interviews, etc.*

*Reach out to Tent if your mentee needs additional support with English language learning – email [mentorship@tent.org](mailto:mentorship@tent.org).*

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As this mentorship program is focused on professional development, you will be expected to cover a range of relevant topics with your mentee. The final section of this chapter includes suggested topics/content for mentor-mentee meetings, as well as suggested exercises to work through together during them.

You should also consider reaching out to your mentee outside of your meetings at other times of the year that are relevant to them. This can help to build rapport and develop your relationship. Some occasions where this may be appropriate include before or after a job interview, or on a special occasion such as your mentee's birthday or major national/religious holidays they celebrate.

### **Advocating for your mentee**

When appropriate, your efforts to advocate for your mentee can go a long way. Your support can make a big difference if they are looking to make a professional connection, attend a workplace networking event, or have their resume sent to the right people. In your capacity as a mentor, you can greatly assist your mentee by making introductions between them and your professional contacts.

### **Post-program feedback**

At the end of the program, you will be asked by Tent to complete a survey about your experience. In these feedback forms, consider the value of the mentorship program, comparing it to the goals set at the beginning. What were your goals as a mentor, and to what extent have you been able to achieve these? What went well, and what could be improved in the future? You will also be asked to reflect on interactions with and learnings from working with your mentee. Your mentee will also be asked to complete a similar post-program survey.





# How to be an effective mentor

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## **Understanding your role as a mentor: a two-way relationship**

As a mentor, you have a unique opportunity to help your mentee set their career goals and develop a plan to achieve these. You will also have the chance to help them build confidence in their professional abilities while adapting to a new country.

However, this experience is not solely about advising your mentee. You will also learn from them and develop cross-cultural competencies, and learn about their journey and aspirations. Individuals who mentor others can foster a greater sense of self-confidence and self-awareness as they develop their leadership skills.

As you step into your role as a mentor, Tent recommends focusing on providing your mentee with guidance rather than solutions. Remember that you are not a case manager or decision-maker, and that your mentee is an adult who has endured difficult circumstances. Hispanic refugees are known for being resilient and adaptable, and working tirelessly to create a better future for their families and communities. Your role is to provide ideas, tools, and skills that can bolster your mentee's long-term success. You can also point your mentee in the direction of specific resources or people who might be able to help them build skills outside of your area of expertise.

It is important to honor your mentee's identity as an individual and professional. Keep in mind that there may be considerable cultural, political, and philosophical differences between the two of you. Tent advises that mentors refrain from engaging with mentees on politics and other sensitive topics.

It is also important to foster trust between you and your mentee. Refugee mentees, especially those who have recently arrived in the U.S., may experience feelings of intimidation and/or unfamiliarity when interacting with you as a mentor for the first time. It may be important to stress to your mentee that this is a voluntary program, and that you are not sharing any information about your mentee with U.S. Immigration and Customs Enforcement (ICE) or the government. Showing that you have a genuine interest in getting to know your mentee as a person, while being careful not to ask probing questions about their past that may trigger trauma, can help them to feel comfortable and

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create a bond between you. It can also be helpful to share some of your own personal and/or professional story, as you feel comfortable, to foster a two-way relationship and build a strong foundation for the mentorship journey.

### **Being aware of potential sensitivities**

Working with refugees requires paying attention to sensitive issues. Your role is not to act as a social worker or psychologist. You must respect important boundaries. Do not ask probing questions about your mentee's life in their country of origin and/or how and why they fled, as this may require them to relive traumas. It is appropriate to ask about your mentee's professional experiences before and after arriving in the U.S., but it is not appropriate to ask questions about family, conflict, or any specifics that led your mentee to leave their country of origin. Your mentee may voluntarily share this kind of personal information. If this happens, you are welcome to engage in the conversation if you both feel comfortable doing so.

Hispanic refugees may have different norms and cultural understanding about the workplace based on their country of origin, education, and experiences. Do not make assumptions about your mentee. All individuals belong to various cultural groups and have their own unique identities. While it is important to understand the culture of your mentee's country of origin, it is also just as important to recognize them as a unique individual who will bring their own opinions and lived experiences.

With this caveat, there are some important considerations for mentors working with Hispanic refugees:

- Although you and your mentee may both speak Spanish, there may be key cultural differences in the language depending on country of origin. Additionally, it is important to note that individuals of indigenous backgrounds may not be fluent or as comfortable conversing in Spanish.
- In many Hispanic cultures, being "humble" is a cultural value that Americans may interpret as being quiet or lacking skills. Many Hispanic refugees may need support in understanding how Americans typically "sell" themselves in job interviews. For many Hispanic refugees, knowing how to talk about

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transferable skills, particularly if they have not worked in a professional setting and/or have gaps in their resume due to fleeing conflict or other conditions, will be important.

- In many Hispanic cultures, it is common for people to display affectionate behaviors in a professional setting, such as giving hugs or kissing each other on the cheek. It will be important to share that this behavior can be construed negatively, and that handshakes are most appropriate in most professional settings.
- In many Hispanic cultures, lunch is an important time of the day to step away from work. Especially in office environments in Latin America, it is normal for workers to step away from their desk and eat. Lunch times may also be longer than the U.S. standard 30 minutes. The American custom of eating at your desk while working may also be a little jarring to some Hispanic refugees.
- In many Hispanic cultures, hierarchies are much more entrenched in the workplace. This means that the boss is always the one to make decisions, and a worker is less likely to make friends with their boss or other higher-ups in the office. Hispanic refugees will likely see respecting hierarchy as important and may feel hesitant to speak up in meetings with supervisors.
- In Latin American countries, the protections and enforcement of labor laws vary significantly. It is not uncommon for bosses to expect their employees to work extra or late without overtime compensation. It may be important to help your mentee understand their rights as a worker in the U.S.
- It is common in many Hispanic cultures to use WhatsApp as a means of professional and personal communication. It may be helpful to communicate with your mentee using WhatsApp rather than email during the mentorship program. It may also be important to discuss typical professional communication in the U.S., such as email etiquette.

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Finally, note that many refugees leave successful, stable careers in their country of origin and have to readjust their career expectations upon resettling. If mentees are not fluent in English, or if their credentials are not recognized locally, they may need to work in lower-paying jobs, or jobs in a different field, before they prepare themselves to find work in their field(s) of interest or expertise. If this is the case with your mentee, be sensitive to their desire to continue in their chosen field(s), even if they are working in a different field in the interim. Some Hispanic refugees may be content with this kind of job, while others may use the job as a temporary way to make a living and provide a stepping stone to a career in their field(s) of interest. Consider how you can support your mentee as they work towards re-establishing themselves in their chosen field(s). You can share that it is common in the U.S. for individuals to change jobs, as this may not be common in your mentee's country of origin. It is important to have open conversations with your mentee about their needs and preferences to help you tailor your support.

### **Managing expectations**

Be clear with your mentee about what they can expect from your relationship and ask them about their expectations from the program. Your role is to work with your mentee to make them a stronger candidate for employment, but you cannot guarantee that your support will result in them landing a job by the end of the program. Emphasize this to your mentee upfront to avoid disappointment or misunderstanding down the line. It may also be important to manage expectations about the types of job your mentee may secure. Remind your mentee that they may not find their dream job right away, but add that each job is a stepping stone towards their career goals.

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**Things your mentee can expect of you include:**

- Discussing their career goals (or helping to build career goals based on experience, education, interests, and transferable skills), current work situation, and any obstacles they face in finding, securing, and maintaining work in the U.S.
- Working together to sharpen their job acquisition skills and advance their understanding of how to find professional jobs in the U.S.
- Explaining resume, cover letter, and LinkedIn fundamentals, and offering your feedback on their resume, cover letter, and LinkedIn profile.
- Discussing networking and potentially connecting your mentee with relevant contacts in your professional network.
- Unpacking the social and cultural norms of workplaces in the U.S.
- Advocating for your mentee when you come across opportunities for them to keep building their professional network.
- Helping your mentee to seek out job opportunities.
- Practicing English – in particular, terms that will be used in job applications and interviews.

You should be honest about what you can bring to the mentorship experience from the start. Consider how much time you are willing to commit to proofreading resumes, cover letters, and job applications, or doing other activities to support your mentee outside of your scheduled meetings. If you are not sure, or if you and your mentee find it difficult to discuss these issues alone, contact the mentorship coordinator for advice.

For the duration of the mentorship program, you are your mentee's point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond your knowledge and experience. Examples might include legal or housing issues and reuniting with family members. It is important to note that neither you nor your colleagues are professionally trained on refugees' legal

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statuses, mental health challenges, or other such issues. Be honest with your mentee about your areas of expertise. Should you have a conversation with your mentee that you feel is outside the scope of the mentorship program, or which is inappropriate or concerning, do not keep the information to yourself or attempt to manage a situation on your own. Report it to the mentorship coordinator immediately. **Do not share sensitive information with anyone other than the mentorship coordinator.**

### **Model appropriate behavior and conduct**

An important aspect of this mentoring relationship is maintaining trustworthiness and respecting your mentee's confidentiality. It is imperative that you honor their trust to the greatest extent possible.

Your company's sexual harassment conduct and policies should apply to mentor-mentee relationships. This mentoring experience is professional in nature and should reflect that in the conduct of both parties. Tent expects that, for the duration of the mentoring relationship, sexual and romantic relationships between mentors and mentees are prohibited, as are lewd and sexually suggestive comments. If you abuse your status as a trusted figure to engage in a romantic or sexual relationship with your mentee, this constitutes sexual misconduct. No participant in the mentorship program should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment.

If you feel uncomfortable with your mentee's behavior, you should raise the issue with the mentorship coordinator. At the same time, if a mentee feels uncomfortable with their mentor's behavior, they should contact the mentorship coordinator. Sexual harassment is only one aspect of this mentorship program's **code of conduct** (see the [Annex](#)).

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### **Supporting your mentee post-programme**

At the end of the mentorship program, you will no longer have a formal commitment to your mentee as a mentor. Additionally, once the program is complete, the mentorship coordinator is no longer responsible for supporting your relationship with your mentee.

However, you and your mentee may wish to stay in touch after the conclusion of the program. Keep in mind that sensitivities around inappropriate topics are still crucial even if you are not part of a formal mentoring program.

Your mentee may ask you to continue to make connections with people in your network, or to continue meeting with them to brainstorm ideas and get your advice. Just as setting clear expectations is important at the start of a mentoring relationship, it is also important to set expectations after the mentorship program ends. Tent encourages you to clarify how involved and available you want to be for your mentee moving forward.

Your mentee will also be encouraged to establish clear expectations with you about how involved they would like to be after the mentorship program ends.





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# Mentor-mentee meeting resources

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As a mentor, your primary objective throughout this mentorship program is to support your mentee in their career and professional development. With this goal in mind, Tent has identified a series of relevant topics for you to discuss with your mentee at each of your meetings:

- 01** Career goals and self-assessment\*
- 02** How to find a job in the U.S.
- 03** Resumes, cover letters, and LinkedIn
- 04** The interview process
- 05** Networking
- 06** Recap and next steps

Below you will find meeting pre-reads, along with suggested exercises for you to work through with your mentee at each meeting.

*\* Resources for this first meeting also include tips for setting expectations with your mentee regarding the mentorship program and your relationship. Even if you choose to cover a topic other than career goals during your first meeting, you should still plan to set expectations with your mentee to lay the groundwork for a successful time together.*

# 01

## Meeting one: **Career goals and self-assessment**

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### **Purpose of the meeting**

- ▲ Get to know each other.
- ▲ Establish goals and expectations for mentorship.
- ▲ Develop concrete steps for building a career in the U.S.
- ▲ Agree on next steps.

### **Exercises**

#### **1. Get to know each other**

- Use the following conversation starters to share some of your own experiences and background. Tell your mentee:
  - Your own professional and educational history, as well as future career goals.
  - The reason you joined this program as a mentor.
  - What you hope to gain by serving as a mentor.
  - Your involvement in the Hispanic community (if relevant).
- Your mentee may be hesitant to open up immediately, so being warm and friendly, sharing about yourself, and asking basic questions is a good place to start as an icebreaker. It is important for your mentee to feel like you care about getting to know them as a person. You can show a genuine interest in your mentee while also being careful not to ask probing questions about their past that may trigger trauma.

#### **2. Establish goals and expectations for mentorship**

- Confirm that your mentee understands that you will be supporting their professional development over the coming months, but also that you cannot guarantee being able to help them find and secure a job within the time frame. It might be helpful to share with your mentee how you have benefited

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from professional mentorship in the past, providing examples of the value it added to your career trajectory without any guarantee of a job or promotion.

- Does your mentee currently have a job? If so, where does your mentee currently work? If not, ask about any obstacles they face in finding, securing, and maintaining work in the U.S. (see the [Background on Hispanic refugees in the U.S.](#) chapter for more information about the employment barriers Hispanic refugees face).
- Does your mentee have prior professional experience – for example, previous jobs, internships, and/or work experience? If not, what specific skills does your mentee have that could be transferable in an employment setting?
- Does your mentee have specific career aspirations – for example, an interest in a certain industry or professional skill set?\* While it is common for Americans to be thinking about their next career move even if they are employed, many Hispanic refugees may not have yet developed long-term career plans. Some may feel a sense of loyalty to their current employer, while others may have a lot of experience in a certain field but do not have the credentials (education, certifications, licenses, etc.) to progress in that field in the U.S., so they may want to think about different career options. Asking probing questions can help you to guide your mentee in thinking carefully and realistically about their career aspirations.

*\* If your mentee does not have a specific professional goal in mind, you can guide them by asking questions such as:*

- *What does work mean to you?*
- *What do you value the most from work?*
- *What motivates you to work?*
- *What would you like to do for a job?*

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- What is your mentee's motivation to enter a specific field(s)?
  - Ask about their long-term career aspirations: what steps do they think they need to take to find a job that matches this vision? What support will they need to realize these aspirations?
  - Discuss educational opportunities: is your mentee interested in going to university or securing a high school equivalency degree, taking a language course, or attending vocational training?
  - Talk about learning English. Explain that while it is possible to get a job without English, knowing English is usually important for career progression. Accomplishing career goals requires learning English.
  - Agree on goals for the mentorship program and come up with a "wishlist" of things you both want to accomplish (share this during the next meeting).
  - Share this mentorship program's **code of conduct** (see the **Annex**) with your mentee and discuss it. In particular, chat about the best method of communication for both of you, the best time of day to meet, and whether in-person or online meetings are best. Be mindful of how much these options may cost your mentee. If possible, call your mentee to save their mobile data or ask your company to pay for their transport costs if you meet in person.

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## NEXT STEPS

1. Discuss ways that you can be supportive in the coming weeks and consider setting deadlines for any next steps.
2. Establish expectations for following-up and any other communication between meetings. Be clear on boundaries around when and how you will communicate with your mentee.
3. Briefly go over the meeting plans recommended in this guide. Although there are only six meeting plans, tell your mentee that you can break up the content as needed depending on their desired pace. If you go through all of the recommended meeting plans before the six required sessions have been completed, ask your mentee what they would like to work on for the remaining sessions.
4. Let your mentee know that the next meeting will cover how to prepare for and find a job in the U.S.



# 02 Meeting two: How to find a job in the U.S.

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## **Purpose of meeting**

This meeting focuses on the process of finding a job in the U.S., which may be very different to that in your mentee's country of origin. This meeting is an opportunity to discuss the job search process and answer any questions that arise.

Here are some suggested agenda items for this meeting:

- ▲ Discuss the job search process and timeline in the U.S.
- ▲ Discuss how to search for jobs online.
- ▲ Practice searching for jobs.

## **Exercises**

### **1. Discuss the job search process and timeline in the U.S.**

- Have an open discussion about the job search process in your mentee's country of origin versus the U.S. Explain to your mentee that many jobs in the U.S. are posted online on job boards or networking websites. Discuss and perhaps even show examples of some common websites – for example, Indeed, LinkedIn, Google For Jobs, CareerBuilder, ZipRecruiter, Glassdoor, and Monster. Additionally, Hispanic-serving organizations with job boards can be an excellent place to search for jobs. Some of these job boards are specific to certain careers, such as Prospanica: The Association of Hispanic MBAs & Business Professionals,<sup>82</sup> while others note jobs searching for individuals who speak Spanish, such as the Hispanic Alliance for Career Advancement.<sup>83</sup> Many Hispanic refugees may expect to apply in person for a job, so it is important to explain that jobs in all types of career fields, and at all levels, usually require an online application. Some career websites, such as Indeed and LinkedIn, have Spanish language settings, and all of them can be used to search for jobs for Spanish speakers by using search filters.



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- Go over what is involved when applying for a job online. Many websites post job descriptions and then invite individuals to submit an online application. Some job applications will ask for an uploaded resume and cover letter, while others will ask applicants to manually enter demographic, employment, and education experience. Job applications will most likely be in English, so this will be another time to stress the importance of learning English. Many job applications will ask for the following information:
    - Submitting demographic information about the applicant (e.g., name, home address, phone number, email address).
    - Listing information about work experiences and education. It is important to have on hand information such as a start and end date for each employment and education experience, a supervisor name, as well as a few brief sentences about what was done at each job.
    - Questions about the applicant, including their race/ethnicity, disability status, and if they are authorized to work in the U.S.
    - Submitting references, which includes the names, titles, email addresses, and phone numbers of individuals whom the applicant has worked with previously, and who can share more detail about the applicant's experiences and skills. Note that it is important to list individuals whom an employer can easily reach (ideally in the U.S.) and not family members. It is also important to note that your mentee may ask for you to act as a reference for them.
    - Some applications may contain assessments related to the job or work behaviors generally.

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- Explain that when applying for jobs, it is important to customize a resume and cover letter to the job description. Many companies use screening tools to filter out resumes due to large numbers of applicants, so it is important that materials speak closely to the job posting. This could mean editing certain words on a resume or making sure that a cover letter names the hiring company (an upcoming meeting will cover this in more detail).
  - Discuss what happens after someone applies for a job. Many job postings will ask applicants not to contact the company. It is better for applicants to keep a close eye on their email and voicemail, as they will be contacted only if the company wants to schedule an interview.
  - Explain that while many people find jobs online, others may find jobs through networking (an upcoming meeting will cover this in more detail).

## 2. Discuss how to search for jobs online

- Go over best practices for searching for a job online – for example, using search terms effectively, trying different keywords, and updating location preferences. Some job search websites allow users to select additional filters, such as required education level or income preferences.
- Explain that many websites allow users to set up email alerts for specific job searches, keywords, and sometimes specific employers.
- Share examples of websites that list job opportunities at companies and explain where to find open jobs on a company's website.
- Take a look at a few sample job posts together. Point out where salary and benefits information can be found. Discuss benefits that might be of interest, such as healthcare options, paid time off, paid parental leave, dependent care flexible spending accounts, and professional development.

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- Some job search websites can be used in Spanish. LinkedIn profile settings and Indeed settings can be set to Spanish, allowing job seekers to search for jobs in Spanish. Additionally, your mentee can search for jobs requiring Spanish speakers by using the search filter and typing in “Spanish speaking” or “En Español”.

### 3. Practice searching for jobs

- Now that you and your mentee have discussed the basics of how to search for a job in the U.S., it is time to practice using job search websites. Work together to search for some jobs that your mentee is interested in based on your prior conversation about career goals.

#### NEXT STEPS

1. Ask your mentee to spend some more time practicing searching for a job using common job search websites – you can troubleshoot any issues they have at your next meeting.
2. Let your mentee know that the next meeting will cover resumes, cover letters, and LinkedIn. Ask your mentee to send you their resume and cover letter for you to review together during the next meeting. You can also ask your mentee to create a LinkedIn account and begin building their profile. If your mentee does not have a resume, cover letter, or LinkedIn account, let them know that you can begin drafting these together during the meeting.

# 03

## Meeting three: **Resumes, cover letters, and LinkedIn**

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### **Purpose of meeting**

This meeting focuses on resumes, cover letters, and LinkedIn. If your mentee is familiar with these and already has them prepared for review, it may take only one meeting to review the documents and discuss. If your mentee has not drafted these documents, Tent recommends splitting this topic into two different meetings to make sure that there is enough time to discuss drafting and reviewing them together.

Here are some suggested agenda items for this meeting:

- ▲ Discuss the purpose and function of resumes, cover letters, and LinkedIn.
- ▲ Review and edit your mentee's resume, cover letter, and LinkedIn profile, and explain how to tailor these materials for the U.S. job market.

Consider bringing printed or digital copies of your own resume and a cover letter to share with your mentee as an example of how these documents are prepared in the context of your work. Have an open discussion about resumes and cover letters in the U.S. and your mentee's country of origin. Aim to understand: are resumes and cover letters used in your mentee's country of origin? What information should be included and why?

*If your meeting will be held online instead of in person, make sure that you exchange all of the above documents with your mentee in advance. You can also share the screen with your mentee to look at the same documents together during the meeting.*

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## Exercises

### 1. Discuss the purpose and function of resumes, cover letters, and LinkedIn

- Share how resumes factor into the job search process and the specific nuances of resumes in the U.S. job market, including what elements of a resume are most important (e.g., content, design, sections, etc.). Discuss the differences between a resume and a Curriculum Vitae (CV), which is often more commonly used in Latin America.
- Review how resumes and cover letters can be uploaded to recruitment websites.
- Discuss the purpose of cover letters. Share with your mentee how to properly format cover letters in the U.S.
- If they are not already familiar with it, introduce your mentee to LinkedIn. Explain the similarities and differences between a resume and LinkedIn. You can also show them your LinkedIn profile and explain how it works. Discuss which elements of a LinkedIn profile will make a strong impression with recruiters and industry contacts, and why.

*Note that your mentee might not be comfortable setting up a public LinkedIn profile or using a headshot photo due to safety concerns. Approach this topic sensitively and explain the different privacy options available to them, including the option not to have a photo, or to set up a profile that does not allow them to be searched.<sup>84</sup> Respect your mentee if they choose not to create a LinkedIn profile.*

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- Discuss the differences between LinkedIn and other social media platforms. LinkedIn requires a more professional online presence, so what is posted there should be professional rather than personal.
  - Discuss what elements of a resume, cover letter, and LinkedIn profile will make a strong impression with recruiters, and why. Consider sharing your personal experiences, positive and negative, and ask for theirs.
  - Explain that while having a strong resume and cover letter is essential, interviewing, communication, and networking skills (which you will cover in upcoming meetings) are also critical to landing a job.
  - If you have time, touch on email and LinkedIn message etiquette as it pertains to the job application and business networking processes.

## 2. Edit your mentee's resume together

- Review your mentee's resume together and discuss potential edits as you go. Talk through the changes you are suggesting so that your mentee can understand why you are making them, but try not to take over the entire process; your mentee is ultimately in charge of their own resume.
- Talk through resume format and length. Discuss the importance of being concise while still accurately reflecting previous experiences and skills.
- Be sure to explain which resume components are critical in the U.S. and your field(s) of expertise, especially with regards to education and work experience.
- Talk through how to highlight your mentee's language abilities. It can be helpful to add "Fluent in [insert language(s)]" or "Conversant in [insert language(s)]" in a summary section of a resume. If your mentee is taking English classes, it is helpful to highlight this in an education section, as it can show employers diligence towards learning English.

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- It may be helpful to ask your mentee questions about their past experiences to highlight their skills. Let your mentee tell the story of what they have accomplished and help to tease out the skills. If they are comfortable, it might also be helpful to ask your mentee about their daily responsibilities outside of work. This can be a helpful exercise to tease out transferable skills such as time management, financial management, community organizing, or volunteering, which they may not initially think of as transferable in a U.S. context. This can be particularly important for women, especially those who are from a more traditional family structure, as many of their skills may come from outside of traditional employment settings.
  - If your mentee's refugee status is currently certain (e.g., if it is not pending or expiring), and they are comfortable with it, it may be helpful to find somewhere on the resume to explicitly note that they are authorized to work in the U.S. – for example, adding "Authorized to work in the U.S." at the end of the summary section.
  - If your mentee is comfortable with it, discuss how you can reflect any breaks in their resume, whether it was for family responsibilities or their refugee journey.
  - Before you finish this exercise, make sure that your mentee is comfortable implementing the suggested changes while giving them space to not implement any changes with which they disagree.

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### 3. Review your mentee's cover letter together

- Discuss with your mentee how cover letters are used in the U.S. Ask them if they have written a cover letter before. Share your experiences of using cover letters in the past. Discuss how a cover letter could highlight your mentee's skills and experiences to make them a stronger candidate for a job.
- Discuss best practices for cover letter writing in the U.S. and, if you have the relevant expertise, in your mentee's field(s) of interest. Without taking over the process, ask your mentee if they would like to draft a sample cover letter and offer to review it with them. It may be helpful to think of this cover letter as a template, which your mentee can customize for different job applications.
- Review your mentee's cover letter together. Provide feedback and explain why you are recommending each change. Listen carefully to your mentee's thoughts and ideas. Ask them why they think it is good, why they wrote it this way, etc. Focus on feedback that would be transferable to future cover letters.
- Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently.



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#### 4. Create and/or improve your mentee's LinkedIn page

- Explain how your mentee can create a LinkedIn profile or improve their existing one. Here are some recommendations you can share with your mentee:
  - Choose an appropriate profile picture (if desired).
  - Add a background photo.
  - Use the headline to describe their career objectives.
  - Write a concise and compelling summary of what they used to do and would like to do.
  - Add their previous work and volunteering experience, as well as educational background, with a description for each.
  - Add their education and any credentials.
  - List relevant skills (including language skills).
  - Follow the LinkedIn pages of some companies and organizations that are of interest to your mentee.

#### NEXT STEPS

1. You may want to ask your mentee to revise their resume, cover letter, and LinkedIn profile based on the feedback you shared during the meeting. Taking into account what their priorities are, you can agree on a timeline for these revisions and ask them to send these updated versions to you so that you can share any additional feedback.
2. If you covered email etiquette in this session, consider sending practice emails that exemplify the expected communication style.
3. If you are willing, offer to proofread application materials for jobs or educational programs for which the mentee is applying (this offer can be extended at any point throughout the program).

# 04 Meeting four: The interview process

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## Purpose of meeting

- ▲ Discuss the fundamentals of job interviews.
- ▲ Conduct a mock interview.
- ▲ Discuss following-up on an interview.

## Exercises

### 1. Discuss the fundamentals of job interviews

- Discuss the importance of interviews to the job search process. Interviews are a way for a company to judge if candidates are a good fit for the company and position. It is important to practice for interviews, as the ability to interview well is crucial to finding a job. Discuss the American cultural expectation that job candidates should be enthusiastic during interviews and share ways your mentee can show their excitement.
- Have a conversation about how to talk about one's experience and strengths during an interview. This is likely to be a new cultural experience for your mentee, given the focus on being humble in Hispanic culture. It can be helpful to share your own response to a common interview question such as "tell me about yourself" to demonstrate how to share your experience, education, and expertise effectively to a potential employer. Explain that confidently stating your positive attributes and experience is an important way to show potential employers why you are the right person for the job and is not seen as bragging or disrespectful.
- Suggest helpful best practices for answering interview questions. Share insights about how to answer questions in ways that highlight your mentee's strengths, skills, and experiences, and how to avoid common interview mistakes, such as speaking negatively about a former job or supervisor. Share how many interview questions are broad, and are used to understand a candidate's personality and how they would fit in with the team. This may be different from your mentee's previous experience with job interviews

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that are focused solely on the skills needed for the job. Discuss strategies for performing well in interviews in the U.S., particularly related to answering behavioral or situational questions such as “What would you do if...?”, as these types of questions are not common in many Hispanic cultures.

- Exchange basic expectations around concepts such as greetings, punctuality, dress code, reliability, and good communication in the context of both in-person and virtual interviews. Understanding the norms and expectations of the U.S. can dramatically improve your mentee’s preparedness for an interview. For example: should you or should you not ask questions during an interview? If yes, what kind of questions?
- Discuss the role of “small talk”. Interviewers often start an interview with small talk to build a connection with interviewees before the interview, or to see how the applicant engages with new people. This can differ from country to country.
- Discuss the importance of researching the company prior to the interview. It is important to know basic information about the company. It is a good idea to prepare a few questions about the company that can be asked during the interview.
- Create a list of standard questions interviewees can ask at the end of the interview. Explain that it is common for interviews to end with asking the applicant what questions they have for the company, and that it is important to ask questions as it demonstrates interest in the company and position.
- Have an open dialogue about proper dress code for interviews in your mentee’s field(s) of interest. Every sector has different expectations for dress code based on social norms and rules. For example, jeans and sneakers may not be appropriate for a job interview in some fields. Discuss with your mentee what the proper dress code is for a business setting while leaving room for personal interpretation from their side. You can suggest local thrift shops or other shops in the area that sell affordable business wear if cost is a concern.

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- If your mentee is a woman, discuss common challenges women can face in an interview setting. For example, share that it is not appropriate for employers to ask female candidates personal questions about family responsibilities, such as if they have children, plan to have children, or if they will be able to do the job while being a parent.<sup>85</sup> Discuss how they may have answered these questions in the past and share your experiences of answering similarly challenging questions during an interview. Depending on your mentee's situation, you can discuss how they might inquire about benefits that are available to employees at the company, such as parental leave.
  - Identify best practices for approaching a virtual interview, whether on the phone or via online meeting platforms such as Zoom or Microsoft Teams.
  - Discuss how to evaluate potential employers, including their commitment to immigrant-inclusive policies and workplaces. Asking other Hispanic refugees about their employment experiences and/or specific companies as part of the networking process (which you will cover in your next meeting) is a good place to start. It also can be beneficial to research employers that are particularly strong at Hispanic inclusion. For example, LATINA Style<sup>86</sup> creates an annual list recognizing the top 50 best companies for Latinas to work for, and Latino Leaders has a list of the largest Latino-owned businesses in the U.S.<sup>87</sup>
  - If applicable, identify ways your mentee can talk about any breaks in their career. Responses should be fairly simple and straightforward, depending on what your mentee is comfortable sharing, with the understanding that an interview is not the best time to get into the details. You can support your mentee in crafting a tailored response upon learning the basic details of any career breaks, as responses will differ depending on whether it was due to their refugee journey, family responsibilities, and/or something else.

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## 2. Conduct a mock interview

- Spend most of your meeting together practicing interview skills. Tell your mentee that this is a safe way for them to practice what it is like to interview for a job and let them know that you will offer feedback on how to improve their interviewing skills.

*For a list of questions to use in your practice interview, Tent recommends using CareerOneStop's [list of common interview questions](#).<sup>88</sup>*

- Make sure that you tailor your questions and feedback to your mentee's field(s) of interest.
- Recommend that your mentee prepares for both in-person and online interviews. For online interviews, it is important to check technology prior to the interview to ensure that everything is working properly.
- Suggest that your mentee engages in informational interviews with individuals working in their field(s) of interest. Informational interviews can help your mentee to learn more about what it is like to work in a specific industry or role, and can also help them to expand their professional network.

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### 3. Discuss following-up on an interview

- Talk about etiquette in the U.S. when following-up after speculative interviews and job interviews, including writing a thank you email.
- Discuss cultural norms regarding hearing back from a potential employer after an interview. Share that most companies only send an email to confirm receipt of an application and do not make further contact unless it is to schedule an interview. How long should your mentee expect to wait before hearing back from a company after an interview? What should they do if they have not heard back after a few weeks?

#### NEXT STEPS

1. Your mentee may be interested in beginning to set up and conduct informational interviews. If so, arrange one (online, in person, or by phone) between your mentee and one of your contacts working in their field(s) of interest.
2. If relevant, offer to help your mentee prepare for upcoming interviews (this offer can be extended at any point throughout the programme).



# 05

## Meeting five: **Networking**

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### **Purpose of meeting**

- ▲ Create a networking strategy with your mentee.
- ▲ Conduct a mock networking session.
- ▲ Discuss the experience of networking as a Hispanic refugee.

### **Exercises**

#### **1. Create a networking strategy with your mentee**

- Get a sense of your mentee's professional and personal networks and discuss how they can best be utilized to advance their job search.
- Talk about the types of networking that is common in the U.S. (e.g., LinkedIn, email, events, etc.).
- Highlight different ways of networking and help your mentee to explore them:
  - Find someone working in your mentee's field(s) of interest through your network and/or company. Coach your mentee on asking for a 30-minute informational call, during which they will ask about the person's job and express an interest in being kept in mind for future job opportunities.
  - Visit a company's website in which your mentee is interested, find an email address for a contact person at the company, and do the same as above.
  - Find job fairs or networking events organized by affinity groups, companies, or organizations. There are many Hispanic networking organizations including the United States Hispanic Chamber of Commerce,<sup>89</sup> the Hispanic Alliance for Career Advancement,<sup>90</sup> and the Association of Latino Professionals for America.<sup>91</sup> In addition, there are a number of Hispanic networking organizations specific to job fields – for example, Prospanica: The Association of Hispanic MBAs & Business



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Professionals,<sup>92</sup> the Society of Hispanic Professional Engineers,<sup>93</sup> the Hispanic National Bar Association,<sup>94</sup> and the National Association of Hispanic Real Estate Professionals.<sup>95</sup>

- Discuss cultural norms around networking, including reviewing the type of questions that would be helpful to ask, as well as the role of small talk. Networking is hard for many people, and it can be even more challenging for Hispanic refugees who may be learning a new language as well as learning about and adjusting to a new culture. Share some ideas about how your mentee can grow more comfortable, such as engaging in small talk when possible and creating an “elevator pitch” about themselves.

## **2. Conduct a mock networking session**

- Pretend that you are having a casual conversation at a networking event or via video call. Have your mentee practice asking questions to learn about your work and find opportunities to share more about their professional background and interests.
- Debrief on the mock networking session. Share feedback with your mentee and give them an opportunity to voice what felt comfortable or uncomfortable.

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### 3. Discuss the experience of networking as a Hispanic refugee

- If applicable, share best practices for networking as an immigrant and/or Hispanic professional, as well as your own experiences.
- Identify networking approaches that can be helpful for your refugee mentee based on their career interests.
- Discuss how your mentee should approach responding to questions or comments people may have about their country of origin. Remind your mentee that many Americans do not have a thorough understanding of geography or cultures outside of the U.S.
- Discuss how to utilize affinity groups – those based on gender, ethnicity, job field, etc. – for networking purposes. These groups are often local and can be found by searching for professional networking groups for Hispanics in particular job fields. Joining certain professional associations can be a great way to build both social and professional connections.

#### NEXT STEPS

1. Ask your mentee to think about whom they might want to connect with for a networking session. Start with a short list of people in sectors and roles in which they are interested. In the next session, you can help your mentee to practice their networking skills with this specific framing in mind.
2. Let your mentee know that the next session will be your final formal meeting together. Ask if they would like to revisit any particular exercises from previous meetings. If they do, plan to cover these during the meeting.

# 06

## Meeting six: **Recap and next steps**

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### **Purpose of meeting**

After you and your mentee have covered the fundamentals, you can use this last session to prepare your mentee for any upcoming networking sessions and close out your formal mentoring relationship. This meeting is a good opportunity to revisit any specific exercises from previous sessions to which your mentee would like to come back. It can also be used to deliver a meeting (or several) that you were unable to finish due to time constraints.

Tent also recommends using this meeting to provide a top-line summary of what you and your mentee have discussed during your time together, as well as any key learnings.

*At the end of the mentorship program, you will no longer have a formal commitment to your mentee as a mentor. However, you and your mentee may wish to stay in touch after the conclusion of the program. Just as setting clear expectations is important at the start of a mentoring relationship, it is also important to set expectations after the mentorship program ends. Tent encourages you to clarify how involved and available you want to be for your mentee moving forward.*

### **Exercises**

#### **1. Prepare your mentee for any upcoming networking sessions**

- If you have professional contacts you would like to introduce to your mentee, first ask your contact if they would be interested and comfortable with you making an introduction. Explain that your mentee is finishing a mentorship program and what their goals are. If the professional contact is comfortable with this connection, proceed by making the introduction.

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- Have a chat with your mentee about the professional contact and manage expectations. Explain that this introduction may not guarantee a job but that the connection may be able to offer industry, company, or job insights, and/or provide additional introductions so that your mentee can expand their own network.
  - Help set up a meeting between your professional contact and your mentee. You can help your mentee to prepare some questions and talking points for their meeting.

## **2. Discuss expectations about your relationship after the mentorship programme ends**

- Discuss the nature of your relationship moving forward. Consider what you may or may not be able to offer (and obtain) in this relationship in the future:
  - Can your mentee contact you to give them a reference?
  - Are you available to proofread resumes or cover letters?
  - Would you like to have a coffee with them in a few months' time?
  - Are there people with whom you might be able to connect your mentee?
  - Do you know of any upcoming networking events where they can practise their networking skills?

## **3. Recap and conclude your time together**

- Do a recap of everything you and your mentee have covered.
- Ask your mentee what their greatest accomplishment has been during the mentorship program, what they found challenging, and what they would like to continue working on after the program ends.
- Share with your mentee what you learned from the mentorship experience and what you found challenging.
- Provide overall feedback to your mentee and ask for theirs.

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## NEXT STEPS

1. Let your mentee know that they will receive a post-program survey from Tent and encourage them to fill it out.
2. Send your mentee a thank you note for working with you during the mentorship program (a card is appropriate). Consider focusing on your mentee's professional growth during the program, highlighting some specific achievements, and offering words of encouragement for the future.

# Appendix

## Sample email to be sent to prospective mentors

To be sent by the mentorship coordinator (see the [implementation guide](#)<sup>96</sup> for more information):

*Dear all,*

*[Company name] recently committed to mentoring 50 Hispanic refugees over the next three years in the U.S. through a new program organized by the Tent Partnership for Refugees and The National Hispanic Corporate Council. Through this initiative, major companies in the U.S. have committed to provide mentorship to at least 1,200 Hispanic refugees in the years ahead. As coordinator for this mentorship program at [Company name], I am recruiting Spanish-speaking employees to serve as mentors for the program's first mentor-mentee cohort starting in **January 2024**. I would love for you to be involved!*

**Why volunteer to mentor Hispanic refugees?** *Hispanic refugees encounter steep barriers to finding jobs and advancing their careers in the U.S. This program will be an opportunity for our employees to showcase their support for Hispanic refugees by providing one-to-one professional mentorship to mentees. Mentors can help Hispanic refugees to identify more advanced jobs in the U.S. by helping them to navigate the U.S. job market and championing their overall professional growth.*

**What are volunteers required to do?** *To prepare you for your role as mentor, Tent will train you via a mandatory training webinar on best practices for supporting a Hispanic refugee. Tent will provide you with a curriculum to follow in your sessions with your mentee, such as reviewing their resume and cover letter, and practicing their interviewing skills. Mentors are expected to meet with their mentee at least six times over the course of six months, and will be responsible for arranging the logistics of these virtual or in-person meetings.*

**How do you sign up?** *If you are interested in signing-up as a mentor, please fill out the registration form [here](#) [insert link] **before the deadline on 1 December 2023**. You will hear back from Tent about whether you have been matched a few weeks after this date. Please feel free to reach out with any questions.*

*I know that this will be a wonderful learning experience for [Company name] employees, and I hope that many of you will step up to support Hispanic refugees!*

*Best,*

*[Your name]*

# Annex

## Code of conduct

When working closely with someone in a one-to-one capacity, it is a good idea to have an agreement to ensure that you are both comfortable with how, when, and why you are communicating and working together. Tent recommends that mentors discuss and/or agree on the following with their mentee:

- ▲ That you have read and understood the full code of conduct below.
- ▲ The most appropriate timing and mode of contact (e.g., WhatsApp, email), as well as the best time of the day for you to hold meetings.
- ▲ Which pronouns to use for your mentee and yourself.
- ▲ Your boundaries around connecting on social media. Tent strongly suggests that you communicate through phone, text, email, and LinkedIn, rather than other social media.
- ▲ Your responsibilities as a mentor – for example, that you cannot guarantee that your support will result in your mentee landing a job by the end of the program.
- ▲ That you cannot promise confidentiality if you are ever worried about your safety, or that of your mentee.



You must	You must not
Respect and celebrate differences (e.g., do not discourage religious dress or concealment of any aspect of your mentee's identity).	Discriminate against anyone on the grounds of gender identity, sexual orientation, religion, race, country of origin, age, or ability. This also includes making assumptions and applying stereotypes.
Treat mentees with warmth and empathy, and listen to their wishes and feelings even if they do not resonate with your own.	Engage in any form of sexual or romantic relationship with your mentee. This includes engaging with or allowing sexualized, suggestive, or provocative language, as well as behavior.
Behave in a calm, positive, supportive, and encouraging way at all times.	Ask intrusive questions about your mentee's past experiences, their journey to becoming a refugee in the U.S., or any other situation that may elicit traumatic feelings or memories.
Report any safeguarding suspicions, concerns, allegations, or disclosures made by a mentee.	Maintain confidentiality about information indicating that the mentee, or those in close proximity to them, are at risk of serious harm.
Ensure that your relationship with your mentee remains professional at all times. The aim should never be to develop an intimate relationship.	Meet or engage with your mentee while under the influence of alcohol or drugs.
Respect an adult at risk's right to personal privacy, but never agree to keep any information relating to their potential harm confidential.	Share your home address or encourage your mentee to share theirs. Where possible, Tent recommends using your work phone and email address to contact your mentee.

You must	You must not
<p>Be aware that mentees can develop infatuations (crushes) towards mentors. If this happens, inform the mentorship coordinator, then respond to the situation in a way that maintains the dignity of all concerned.</p>	<p>Arrange a meeting where the purpose is not focused on supporting your mentee to access work or professional opportunities.</p>
<p>Discourage physical contact (if the meeting in person). If your mentee is upset and needs comforting, ensure this is done in a way that is respectful of their personal space (such as a sideways hug) and recognizes the diversity of cultural norms with respect to touch (to avoid misinterpretation of your actions), with their full permission and where there are others present.</p>	<p>Photograph or film your mentee, or share photos and films of your mentee, without prior consent.</p>
<p>Agree on appropriate channels and times to contact your mentee (e.g., email or phone), and at what time of day/day of the week.</p>	<p>Investigate any safeguarding concerns or allegations yourself.</p>
<p>Be mindful to limit the personal information you share with your mentee.</p>	<p>Borrow/lend money, sell things to or buy things from, and/or accept gifts from your mentee. If, at the end of your mentorship relationship, either of you would like to say “thank you”, a card is appropriate.</p>
	<p>Accept, either for yourself or your family, free services your mentee where such services should normally be paid for.</p>
	<p>Serve as a witness for your mentee’s will or be named as one of their executors.</p>
	<p>Rely on your position at the company to protect you if you do not follow the code of conduct.</p>

# Endnotes

1. <https://www.tent.org/members/>
2. <http://www.tent.org>
3. <https://www.lirs.org/>
4. <https://www.nhcchq.org/>
5. <https://www.nhcchq.org/>
6. [ADD LINK]
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