ABOUT TENT

Founded in 2015 by Hamdi Ulukaya, the Tent Foundation is mobilizing the private sector to improve the lives and livelihoods of the more than 20 million men, women, and children forcibly displaced from their home countries.

As traditional actors struggle to cope with the global refugee crisis – with ever-increasing numbers of refugees, displaced for longer periods of time – it is clear that businesses have a more important role than ever before.

Tent works with businesses to help them develop and implement tangible commitments to support refugees. Tent believes that businesses have the greatest impact when they treat refugees not as victims, but as economically-productive workers, suppliers, entrepreneurs and customers – and when they leverage their core business operations to hire refugees, integrate refugees into supply chains, invest in refugees, and deliver services to them.

Learn more at tent.org
ABOUT LIRS

Lutheran Immigration and Refugee Service (LIRS) has been resettling refugees and promoting both migrant and refugee rights since 1939. As a national resettlement organization, LIRS has more than 20 years of experience across the United States supporting refugee career entry and advancement while responding to the latest immigration workforce and market trends.

LIRS provides training and technical assistance to refugee employment managers nationwide including connecting them to potential employers. It hosts annual conferences and workshops, reviews best business practices, and provides employment case management. LIRS also provides professional development directly to refugees. Additionally, LIRS partners with employers to support the hiring and retention of immigrants and refugees.

LIRS is uniquely qualified to offer support to local refugee employment programs, employers interested in hiring refugees, and refugees seeking to enter and advance in the U.S. workforce.

If interested in LIRS’s refugee employment work, please contact us at employ_refugees@lirs.org.
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INTRODUCTION
THROUGHOUT ITS HISTORY, THE UNITED STATES HAS BEEN A HAVEN FOR REFUGEES. NOT ONLY HAS THE UNITED STATES PROVIDED SAFETY, IT HAS ALLOWED FOR REFUGEES TO REBUILD THEIR LIVES AND CONTRIBUTE TO THE COUNTRY IN MANY POSITIVE WAYS. FROM ALBERT EINSTEIN TO MADELEINE ALBRIGHT, AND FROM SERGEI BRIN TO GLORIA ESTEFAN, REFUGEES HAVE MADE THE UNITED STATES STRONGER, WEALTHIER, AND MORE DYNAMIC.

The U.S. Employers’ Guide to Hiring Refugees is a manual to assist businesses that are interested in hiring refugees and have questions about the logistics and practicality of hiring refugees in the United States. This Guide contains essential information on a variety of topics related to refugee recruitment and employment, including:

- An explanation of who refugees are and how they arrive in the United States
- The benefits of hiring refugees
- The logistics of finding and hiring refugees
- Common barriers – and solutions – to refugees entering and maintaining employment

This Guide will also highlight the organizations that businesses can contact if interested in bringing refugees into their workforce.

Leading businesses throughout the United States have already experienced the many benefits of hiring refugees, who are authorized to work immediately upon arrival in the United States – including lower workplace attrition, increased diversity, and a strengthened brand and reputation.

COMMITTING TO HIRE REFUGEES

The tools outlined in this Guide are meant to provide information about how and why companies should hire refugees. Companies can show leadership and send an important message by making a public commitment to hire a certain number of refugees, but this commitment should take the form of investing additional effort to find, recruit, and retain refugee employees. Companies should not preference candidates based on their refugee status in the hiring process, as this may amount to unlawful discrimination on the basis of national origin. Companies should always seek to hire the candidate who is most qualified for the position.
FACTS ABOUT REFUGEES
WHO ARE REFUGEES?

Under international law, a refugee is an individual who is “unable to return to his or her home country due to a well-founded fear of persecution based on race, religion, nationality, political opinion, or social group.” Today, there are 22.5 million persons with refugee status around the world.

The vast majority of refugees live in countries bordering the one from which they fled. Only a tiny fraction of these are eligible for “resettlement” in third countries, such as the United States – these are typically individuals (and their families) that are considered particularly vulnerable. As the U.S. Department of State explains, this group may include female-headed households, victims of torture or violence, religious minorities, LGBT refugees, or people who need specialized medical care. In fiscal year 2016 (the most recent year for which there is complete data), only 189,300 refugees were resettled worldwide (less than 1 percent of the global refugee population); of these, 84,995 resettled in the United States. In 2017, the United States accepted 29,022 refugees and recently decided to set an upper limit of 45,000 refugees in fiscal year 2018, 5,000 of whom arrived in the United States between October 1 and December 31, 2017.

Refugees are subject to the highest level of security checks of any entrant to the United States. Once a refugee is selected for resettlement, they must then undergo an extensive vetting process that takes two years on average and includes multiple interviews, background checks, medical screening and cultural orientation. This process takes place before the refugee is even allowed to enter the United States.

Prior to a refugee’s arrival in the United States, the U.S. Department of State assigns him or her to one of the nine resettlement agencies (see p. 37) that partner with the federal government to provide initial resettlement services. Such services include finding an apartment, enrolling children in school, obtaining health services, and assisting with finding employment. The U.S. government sets program parameters and provides funding for many of these initial services for refugees. Refugees may receive different services because of family size, ages of family members, resettlement site location, and income.

REFUGEES’ NATIONAL ORIGIN

While a formal resettlement program was only established in 1975, refugees have arrived in the United States throughout its history. Over the years, refugees’ countries of origin have mirrored the major conflicts and crises across the world. After the Vietnam War ended in 1975, the United States welcomed hundreds of thousands of Vietnamese “boat people.” The outbreak of civil war in the Former Yugoslavia (present-day Bosnia and Herzegovina) in the 1990s brought over 100,000 Bosnians to the United States by 2007. Today, the United States is resettling refugees from a number of conflicts around the world – protracted conflicts throughout central Africa, the civil war in Syria, and ethnic cleansing campaigns of Rohingya Muslims in Burma are displacing people at unprecedented rates. Figure 1 highlights the top countries of origin for refugees arriving in the United States between September 30, 2015 and October 31, 2017, per the U.S. Department of State.

Find more in-depth information about the backgrounds of refugee groups at Cultural Orientation Resource Center (COR): http://www.culturalorientation.net/learning/backgrounders
Figure 2 depicts the largest resettled refugee groups by country of origin in each U.S. state (the analysis was conducted by the Migration Policy Institute and looks at data from fiscal year 2007 through April 30, 2017).

Source: U.S. Department of State, Worldwide Refugee Admissions Processing System

In your search for refugee employees, you might come across individuals with different humanitarian immigration statuses who receive services, including employment assistance, from resettlement agencies. They are also authorized to work in the United States.

These populations include:

- **Asylees**: Individuals who meet the definition of “refugee” and are already present in the United States or are 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. Asylum seekers are work-authorized six months after submitting an asylum application.

- **Cuban and Haitian entrants**: Individuals from Cuba or Haiti, who are allowed in the United States for urgent humanitarian or public health reasons, are granted “parole” status by the Department of Homeland Security. This status allows an individual to legally be present in the United States, to apply for work authorization, and to subsequently seek employment upon receipt of authorization.

- **Certified Victims of Trafficking**: Individuals who receive “T visas,” in accordance with the Victims of Trafficking and Violence Protection Act of 2000, can stay in the United States under the condition that they assist in the investigation or prosecution of traffickers. The Department of Health and Human Services certifies T visa holders, which deems the holders as eligible to receive the same services as refugees.

- **Central American Minors**: Individuals under the age of 21 who live in El Salvador, Honduras, and Guatemala are eligible to enter the United States as refugees provided they have a lawfully present parent in the United States who initiates the application for their child. This program was designed to provide a safe, legal, and orderly alternative for minors to enter the United States.

- **Temporary Protected Status**: The U.S. Secretary of Homeland Security may designate a foreign country for Temporary Protected Status (TPS) if the country is experiencing conditions that make it dangerous for nationals to return home or if the country is unable to accept returning nationals. These conditions might include ongoing armed conflict, an environmental disaster, a health epidemic, or other extraordinary conditions. As of January 2018, countries with continuing TPS include Honduras, Nepal, Somalia, Sudan, South Sudan, Syria, and Yemen. TPS for El Salvador, Haiti, and Nicaragua has been terminated; nationals of those countries can remain in the United States through varying deadlines in 2019.

Further information about these statuses is available through the U.S. Citizenship and Immigration Services (USCIS).
WHY HIRE REFUGEES?
REFUGEES CAN BRING ENORMOUS VALUE TO BUSINESSES.

With the majority of refugees in the United States of working age (77 percent, according to the U.S. Department of Homeland Security), refugees are strong candidates to help fill labor shortages in a number of sectors and regions of the United States. This need is likely to grow in the future: estimates from a 2017 New American Economy report suggest that, by 2030, approximately 20 percent of the U.S. population will be older than 65 and the U.S.-born population of working age will be insufficient to replace these workers.

“I was interested in hiring refugees and asylees because I was having difficulty recruiting within the Baltimore labor market... Working with a resettlement agency has been awesome. I know without a doubt that they always have candidates who are willing to work and grateful to have a job.”

SOPHINE GRAYSON, HUMAN RESOURCES MANAGER, HILTON GARDEN INN & HOMEWOOD SUITES BALTIMORE INNER HARBOR, BALTIMORE, MD

As many refugees who arrive in the United States have spent years in refugee camps or environments where they were unable to work, they are typically excited about their newfound ability to provide for themselves and their families. They are highly motivated and resilient workers, and they often tend to be more flexible in the shifts they want to work (such as taking the night shift to allow them time to go to English courses during the day).

Employers can also take great comfort in the fact that refugees have passed extremely intense background and security checks. As the U.S. Department of State notes, “refugees are subject to the highest level of security checks of any category of traveler to the United States.”

Refugees also bring much needed foreign language skills to companies – a 2017 New American Economy report states that the portion of online job listings seeking a bilingual candidate between 2010 and 2015 rose by approximately 16 percent. In particular, the number of job postings requiring Arabic language skills increased 160 percent (the most common among refugees arriving in the United States – see Table 2). The language skills and diversity refugees bring to the workplace can help to adequately serve the increasingly multilingual customer base as well as potentially draw new customers to companies.

Employers, particularly those who hire for entry-level positions, are all too familiar with the high cost of employee turnover. A 2012 study by the Center for American Progress noted that employee turnover costs the company the equivalent of 20 percent of the employee’s salary for workers making $50,000 or less. While there currently is no long-term data on employment retention rates of refugees, anecdotally, employers report that refugees remain employed with their companies for longer periods of time than typical U.S. employees.
Companies that hire refugees may also, in certain circumstances, qualify for federal tax credits through the Work Opportunity Tax Credit (WOTC), which is available to employers who hire individuals that receive cash assistance (Temporary Assistance for Needy Families or TANF) and food stamps (Supplemental Nutrition Assistance Program or SNAP) from the government. [Note: Refugees typically receive cash assistance for a brief period following their arrival in the United States as they work to make a stable living for themselves and their families; this assistance takes the form of TANF, SNAP and/or assistance from the Cash and Medical Assistance (CMA) program from the Division of Refugee Services.] Employers qualify for the tax credit if the refugees they hire receive TANF or SNAP (either exclusively, or in addition to CMA); but they do not qualify for the tax credit if refugees receive only CMA.

Research has shown that a diverse staff, in general, is a smart business move. The Center for American Progress notes that a diverse workforce is necessary to be competitive in a global market and that recruiting from a diverse pool of candidates will ensure a more qualified workforce able to leverage the company’s full potential. Additionally, a recent Forbes Insights study found that diversity fosters innovation, finding that having staff with varied experiences, perspectives, and backgrounds is critical to the development of new ideas. They also note that having a diverse workforce can bring a company a positive reputation and attract new talent, as individuals want to work for companies that value different cultures and encourage out-of-the-box thinking.

Finally, and most importantly, hiring refugees can strengthen a company’s brand by demonstrating that a company is living its values. That can be appealing for consumers, and for a company’s workforce. Increasingly, consumers are demanding that businesses make a positive impact in their communities, and they are more loyal to the brands that do. Deloitte’s annual surveys of millennials in the United States have also consistently shown that the majority of U.S. millennials (now the largest generation in the workforce) want to work for businesses that allow them to engage in “good causes” and contribute to tackling global challenges. Hiring refugees within your company can create positive ripple effects for your business.

“In my experience, refugees have a seriousness of purpose in wanting to remake a new life. They have a high level of maturity having survived arduous journeys, and want to succeed not only for themselves but their families.”

HOward Brooks, CEO, Energy Resource Center (ERC), Colorado Springs, CO
During the U.S. military campaigns in Afghanistan and Iraq since 2001, many Afghans and Iraqis served alongside U.S. military personnel and U.S. embassy staff as interpreters or translators. As a result of their close involvement with the United States, these interpreters and translators often faced ongoing danger after their service ended. In recognition of their critical assistance to the United States as well as the threats to their safety, the U.S. government established Special Immigrant Visas (SIV) for this special class of Afghans and Iraqis.

Qualified candidates can apply for an SIV while living either inside or outside the United States, but they cannot apply for an SIV if they have already entered the United States as a refugee. Candidates must prove that they were employed for at least 12 months as a translator/interpreter, undergo a background check and screening, and provide a recommendation letter from a General or Flag officer in the chain of command of the unit they supported. Successful applicants are granted Permanent Legal Residence (which establishes authorization to work) and resettlement assistance under the U.S. Refugee Admissions Program. While not classified as refugees, they often require the same accommodations and considerations as refugees.

No One Left Behind is a national organization that connects SIV holders with essential services and support, including job placement, to establish stability upon their arrival to the United States. [www.nooneleft.org](http://www.nooneleft.org)
HOW TO FIND & HIRE REFUGEES
WHERE TO FIND REFUGEES

The U.S. Department of State works closely with the nine resettlement agencies to review incoming refugee profiles and determine where best to resettle them. Where refugees are placed is based on the particular needs of each refugee and the resources available in each local community or local resettlement agency. If a refugee has relatives already residing in the United States, the refugee is likely to be resettled near them.

Table 1 indicates the top refugee-receiving metropolitan areas in the United States based on reception and resettlement data for 2007-2016 gathered by the Fiscal Policy Institute. It is important to note that while refugees may be placed in these cities initially, it does not necessarily reflect where refugees may ultimately reside. For a variety of reasons, including employment prospects, refugees may move to larger urban areas such as New York City or San Francisco, which typically do not receive large numbers of refugees for initial resettlement. Once in the United States, refugees are free to move about the country, and this secondary migration is not tracked in a systematic manner. If you are an employer in an area that is not a major primary resettlement area for refugees, you should still consider reaching out to immigrant-focused nonprofits or welcome centers, and may come across refugee applicants in your general search, though they may not immediately self-identify as a refugee.

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<td>Grand Island, NE</td>
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</table>

Source: Fiscal Policy Institute analysis of WRAPS data, January 2007 to end of 2016. Included are all locations with a placement of at least 100 refugees over the 10-year period.
WHO TO CONTACT

Connecting with refugee resettlement agencies, immigrant-focused non-profits or welcome centers, and community colleges or adult education centers are all productive places to start if you are looking for potential new employees.

Resettlement agencies work with refugees to help them find jobs and become stable in their new communities. These agencies also provide support to companies in identifying qualified potential employees, assisting with new-hire paperwork, translation and interpretation needs, and follow-up services to ensure mutual satisfaction. These services are offered free of charge for an unlimited amount of time.

There are nine national resettlement agencies with local offices throughout the United States (see Annex II for a state-by-state breakdown of agencies):

- Church World Service
- Episcopal Migration Ministries
- Ethiopian Community Development Council, Inc.
- HIAS
- International Rescue Committee
- Lutheran Immigration and Refugee Service (local offices typically called Lutheran Social Services)
- U.S. Committee for Refugees and Immigrants
- United States Conference of Catholic Bishops/Migration and Refugee Services (local offices are typically called Catholic Charities)
- World Relief

Each resettlement agency affiliate will have staff members that can assist companies with their hiring needs. Typically, the staff members that company hiring managers or recruiters work with most closely are Job Developers or Employment Specialists. These individuals can work with you to refer qualified candidates, assist with the application process, answer any questions about documentation, and provide ongoing support once a refugee begins working.

If you are unable to locate a nearby resettlement agency office, you can contact the State Refugee Coordinator for assistance in connecting with a local agency. The Office of Refugee Resettlement also has a map of agencies providing services in each state.
SCREENING POTENTIAL EMPLOYEES

If you are considering hiring refugees, it is important to be aware that refugees may have gaps on their resumes that might typically exclude candidates from further consideration, but should not be disqualifying.

Some factors to be considerate of when reviewing a refugee candidate:

**Gaps in employment**
An unavoidable consequence of abruptly leaving one’s home country and living in refugee camps or other countries is that they likely did not have the legal right to work in the country of relocation.

**Mismatched skills and experience**
Newly arrived refugees will often need to take lower-skilled jobs, which do not align with their actual skill level, to meet their immediate needs. This is often because their educational or other credentials for higher-skilled jobs do not easily transfer from one country to another, especially if they left home without those documents. Please be cognizant of these circumstances, rather than rejecting a refugee’s resume for being “overqualified” for the position.

**Interviews**
Refugees may not be entirely familiar with the American business culture and have a different approach to participating in a job interview. Take time to inform the candidate of the hiring process for your company, how the interview will work, and repeat or rephrase questions as needed.

▲ HIGHLY SKILLED REFUGEES

Many refugees come with advanced degrees and a vast amount of professional experience. Former engineers, doctors, nurses, teachers, and lawyers are unable to practice until they meet stringent licensing requirements which often vary by state. Others with professions that do not require licensing often struggle to re-enter their former fields of expertise due to limited social networks and a lack of understanding of employment norms in the United States.

Upwardly Global is a national organization that assists immigrants with a Bachelor’s degree or higher find employment related to their professional backgrounds. [www.upwardlyglobal.org](http://www.upwardlyglobal.org)
DOCUMENTATION REQUIREMENTS

It is important to note that refugees’ work authorization does not expire and it is illegal to refuse to hire an individual because a document has an expiration date.

When filling out I-9 documents, you can expect to see common immigration documents issued by the Department of Homeland Security – Form I-94, Employment Authorization Document (Form I-765) or a foreign passport with an I-551 stamp. You might also see a Permanent Resident Card (“green card”), which is available to refugees after one year into their time in the United States, and granted to Afghans and Iraqis with SIVs within weeks of their arrival. Other documents you might come across are Social Security cards, driver’s licenses and state identification cards, for refugees who have been in the country for a longer period. Human resources and hiring managers should take care to understand refugee and immigration paperwork (See page 23).

Just like for any other potential employee, a refugee can present any document that reasonably appears to be genuine and relates to the employee according to the List of Acceptable Documents, outlined by the U.S. Department of Justice. It is illegal to demand to see certain documents, such as immigration documents if a refugee presents a document from List B (such as a State ID) and a document from List C (such as an SSN).

It is also worth noting that refugees do not need to inform employers of their refugee status, and employers do not need to ask. However, you may wish to do so in order to ensure the employee receives the support they need to do the job successfully.

COMMON DOCUMENTATION QUESTIONS

- **Do refugees have Green Cards?** Refugees are eligible to receive Green Cards one year after their arrival into the U.S. when they are allowed to change their status to Legal Permanent Resident.

- **Do Green Cards expire?** No. An expiration date on the Green Card means that the holder must renew the card, not that the bearer’s work authorization has expired.

- **Does the employment authorization of refugees expire?** No. Refugees are “aliens authorized to work” and should write N/A in the document expiration date in Section 1 of the Form I-9 since their employment authorization does not expire.

- **Can I hire a refugee if they don’t have an SSN?** Yes. Refugees may experience a delay in receiving an SSN. Although you will eventually need to record an SSN for wage reporting purposes, the employee may start work regardless of whether they have been issued an SSN. Employers can enter 000-00-0000 in the SSN field for employees who have not yet received their social security numbers.

The Immigrant and Employee Rights Section (IER) of the Department of Justice’s Employer Hotline is available to answer questions related to employment documentation.

**EMPLOYER HOTLINE:** 1-800-255-8155
COMMON IMMIGRATION DOCUMENTS AND QUESTIONS

I-94

EMPLOYMENT AUTHORIZATION DOCUMENT (EAD) OR FORM I-765

PERMANENT RESIDENT CARD OR FORM I-551 – COMMONLY REFERRED TO AS A “GREEN CARD”

FOREIGN PASSPORT WITH I-551 STAMP
ADDRESSING CHALLENGES TO RECRUITMENT & RETENTION
WHILE HIRING REFUGEES HAS MANY ADVANTAGES, THERE ALSO CAN BE CHALLENGES FOR EMPLOYERS IF PARTICULAR BARRIERS ARE NOT ADEQUATELY UNDERSTOOD AND MITIGATED. COMPANIES MAY NEED TO MAKE MODEST INVESTMENTS UP FRONT TO FACILITATE THE RECRUITMENT AND RETENTION OF REFUGEES TO YIELD THE BENEFITS OF A VIBRANT AND DIVERSE WORKFORCE.

OUT-OF-DATE OR LACK OF SKILLS
Living outside of their home country, refugees may have a skills deficit due to changing fields, gaps in employment due to displacement, and different technologies. Alternatively, refugees may not have the experience or education a position calls for but can still do the job.

Potential Solutions:
• Provide job shadowing before and during employment.
• Utilize skills interviews so refugees can show their hands-on skills.
• Provide on-the-job training. [Note: Contact your state’s Department of Labor to potentially leverage funds to provide on-the-job training.]
• Partner with community colleges to offer skills-based courses employees need to start work and move up.

LACK OF CREDENTIALS
Refugees may arrive with their educational documents in a foreign language. Other times, due to the urgency with which they left their homes, refugees do not have their documents.

Potential Solutions:
• Refugees can have their documents translated into English – states often have a list of approved translators.
• Refugees can have their credentials evaluated by an independent agency which determines if the education received overseas is equivalent to the same level of education in the United States – such as World Education Services. [Note: Credential evaluation is most likely paid by the individual refugee.] Employers should consider covering these costs. It is also possible that some state refugee employment programs pay for credential evaluation costs (permitted under Refugee Social Services and Targeted Assistance Programs by the Office of Refugee Resettlement regulations). Most states do not cover these costs.
• For refugees lacking credential documents, evaluate skills during on-the-job training or offer competency-based promotions.
LIMITED ENGLISH PROFICIENCY
Many refugees arrive in the United States without the skills to communicate fluently in English. This language barrier can create difficulties for refugees and employers during the recruitment process as well as on-the-job at first.

Potential Solutions:
- Have refugee resettlement agencies assist with interpretation and paperwork completion for initial screening and interviews.
- Hire one bilingual “Team Lead” to serve as an interpreter. (Note: Make sure to compensate this additional work.)
- Host on-site English as a Second Language classes.
- Translate important documents, such as safety signs and holiday schedules, into major languages.
- Offer advancement training as incentives to employees who have reached a certain level of English proficiency.
- Communicate clearly with refugees by speaking slower, not louder.
- Ensure directions are clear and don’t employ idiomatic language, for example, avoid phrases like “give it a shot,” “it’s a piece of cake,” “let’s catch up”.
- Do not ask yes/no questions but check for understanding with clarifying questions, for example, “What time will your shift start tomorrow?” instead of “Do you know what time you start tomorrow?”.

TABLE 2 | TOP TEN REFUGEE NATIVE LANGUAGES (FY 2008 – FY 2017)

| RANK | NATIVE LANGUAGE | "We support continued skill development in English and other vocational skills by giving each staff $3,000 per year for education purposes. This increases company loyalty and creates high-quality franchise owners and employees. Currently, 80 percent of the franchises are owned by former staff, including immigrants and refugees"

PHILIP MAUNG, CEO, HISSHO SUSHI, CHARLOTTE, NC

Source: Department of State, Bureau of Population, Refugees, and Migration, Office of Admission – Refugee Processing Center
CULTURAL DIFFERENCES

Cultural practices or traditions of a refugee’s home country may not align with expectations in the American workplace. Employers need to be aware of key cultural differences and ways to successfully mitigate negative effects of cultural differences.

Potential Solutions

- Allow time off for religious holidays or accommodate holiday needs. For example, allow Muslim employees – who request time off in advance – to take off for Eid holidays or allow for different break times during Ramadan to accommodate breaking the fast and prayers.
- Reconfigure break times to align with religious needs, such as daily prayers. For example, allow Muslim employees to take different break times to complete daily prayers.
- Understand and accommodate for various cultural events. For example, Bhutanese funerals are week-long processes.
- Be open with employees about American business culture. For example, emphasize the importance of arriving on time for shifts and professional appointments.

DIFFERING COMMUNICATION STYLES

Other cultures may utilize a more passive form of communication, while the assertive verbal communication style or body language typically practiced in the United States might be viewed as disrespectful or rude.

Potential Solutions:

- Make sure to solicit information from employees, so you understand clearly their point of view; no response on a topic might be covering up a miscommunication or misunderstanding.
- Give employees a chance to give feedback anonymously.
- Understand that some cultures do not practice direct eye contact and any lack of eye contact is not lack of confidence or sign of dishonesty, as an American might interpret.
LACK OF UNDERSTANDING BETWEEN REFUGEE AND NON-REFUGEE STAFF
Native-born employees or other immigrants may fear refugees taking their jobs or do not know how to communicate with their new co-workers.

Potential Solutions:

- Offer diversity training to highlight the importance of diversity in the workplace.
- Assign refugee employees with a mentor who can help them acclimate to American office culture, practice their English, and develop a meaningful and reliable connection.
- Use team-building exercises.
- Give existing employees the opportunity to learn about refugees and how to communicate with individuals who have limited English skills.
- Incorporate the sharing of cultures at company events.

“Prior to the refugees coming on board, we sat down with our construction teams to give general information about refugees’ life experiences, and to express the company expectation of being welcoming to new hires that may have had little direct experience in the community and in the workplace. Once the hires were made, face to face communication continued to increase the empathy that people had towards their new co-workers.”

HOWARD BROOKS, CEO, ENERGY RESOURCE CENTER (ERC), COLORADO SPRINGS, CO

TRANSPORTATION
Recently arrived refugees are likely to rely on public transportation, as they may not have private vehicles to get to and from work, may not know how to drive, or may lack a U.S. driver’s license. If your company is outside of public transportation lines, there are creative ways to ensure refugees can still get to work.

Potential Solutions:

- Arrange for carpooling with other employees and ensure that shifts align with carpooling routes.
- Use an employer-sponsored van for employees.
- Connect with local non-profits that offer discounted cars to low-income populations.
- Check with state or local Department of Social Services to see if any transportation assistance is available.
- Where available, employees can utilize rideshare services such as Lyft/Uber and, if possible, consider providing subsidies for this transport.
CHILDCARE

A common barrier to employment is a lack of childcare especially for refugees who might have limited family or social networks to rely on for this.

Potential Solutions:
• Connect to local Departments of Social Services where childcare vouchers may be available.
• Encourage informal childcare arrangements within networks.
• Allow parents and caregivers to work separate shifts.
• Inform employees about childcare centers/Head Start programs close to the work location.
• Offer childcare at the worksite.
CONCLUSION
THE UNITED STATES WAS BUILT BY INDIVIDUALS WHO CAME HERE HOPING TO SECURE A BETTER FUTURE – AND REFUGEES, AMONG THE MOST VULNERABLE PEOPLE IN THE WORLD, ARE FOLLOWING THAT SAME PATH. GAINFUL EMPLOYMENT IS ONE OF THE CRUCIAL STEPS FOR REFUGEES TO REBUILD THEIR LIVES AND PROVIDE FOR THEMSELVES AND THEIR FAMILIES.

“The minute a refugee has a job, that’s the minute they stop being a refugee.”

HAMDI ULUKAYA, FOUNDER OF THE TENT FOUNDATION

While welcoming a refugee into your workforce requires a modest initial investment of time and resources, there is plenty of evidence that the dividends far outweigh the costs.

Hiring refugees will also have effects that reverberate throughout the communities in which your business operates. Estimates from the New American Economy indicate that in 2015 refugees in the United States contributed $20.9 billion in taxes and had $56.3 billion in disposable income to spend in their local economies. Beyond financial returns, refugees also take significant steps to establish firm roots in the United States, with 57 percent of refugee households owning their homes.

Employment should be seen as more than just a job; it is an important means of strengthening communities throughout the United States. Your involvement in hiring refugees can help to make this happen.
APPENDIX I:
ADDITIONAL RESOURCES
REFUGEE FAQS

- U.S. Department of State Refugee Program FAQs: https://www.state.gov/j/prm/releases/factsheets/2017/266447.htm
- Office of Refugee Resettlement State Programs: https://www.acf.hhs.gov/orr/state-programs-annual-overview
- Cultural Orientation Resource Center, which provides cultural backgrounders on refugee countries of origin and general information: https://coresourceexchange.org/

EMPLOYMENT-RELATED QUESTIONS

- LIRS Higher works with employers to connect them with candidates through resettlement agencies and provides training and consulting services to businesses nation-wide: http://www.higheradvantage.org/staffing-solutions/
- Office of Special Counsel (OSC) for Immigration-Related Unfair Employment Practices: If you have questions, call the free and anonymous employer hotline at 1-800-255-8155 (1-800 237-2515 for hearing impaired), available from 9am-5pm ET, Monday-Friday. Or, check out guidance from OSC on commonly asked questions about refugee employment: https://www.justice.gov/sites/default/files/crt/legacy/2011/05/20/Refugee_Asylee_Flyer_English.pdf
- Find information related to immigrant work authorization and documentation at United States Citizenship and Immigration Services: www.uscis.gov
- Find information from the U.S. Equal Employment Opportunity Commission about preventing national origin discrimination: https://www.eeoc.gov/laws/types/nationalorigin.cfm

NATIONAL ORGANIZATIONS THAT ASSIST REFUGEES AND IMMIGRANTS

- Refugee Council USA (RCUSA) is a coalition of 25 non-governmental organizations in the United States dedicated to refugee protection and ensuring excellence in the U.S. refugee resettlement program. RCUSA provides additional resources on the resettlement process and ways to take action to support refugees: http://www.rcusa.org
- Upwardly Global assists foreign-trained professionals to rebuild their careers through a variety of internet-based trainings and support services: https://www.upwardlyglobal.org
- Welcoming America’s Welcoming Refugees program assists organizations and communities across the United States plan ways to help local refugees feel a stronger connection to their communities and build understanding among all residents: http://www.welcomingrefugees.org/
ANNEX II: REFUGEE RESETTLEMENT AGENCIES BY STATE
ALABAMA
Mobile, AL
United States Conference of Catholic Bishops – Alabama

ALASKA
Anchorage, AK
United States Conference of Catholic Bishops – Alaska

ARIZONA
Phoenix, AZ
Church World Service and Lutheran Immigration and Refugee Service – Refugee Focus
Ethiopian Community Development Council – Arizona Immigrant and Refugee Services
Episcopal Migration Ministries – Lutheran Social Services of the Southwest
United States Conference of Catholic Bishops – Arizona
Tucson, AZ
Episcopal Migration Ministries – Lutheran Social Services of the Southwest
International Rescue Committee
United States Conference of Catholic Bishops – Arizona

ARKANSAS
Fayetteville, AR
Lutheran Immigration and Refugee Service – Canopy of Northwest Arkansas
Little Rock, AR
United States Conference of Catholic Bishops – Diocese of Little Rock
Springdale, AR
United States Conference of Catholic Bishops – Diocese of Little Rock

CALIFORNIA
Anaheim, CA
Ethiopian Community Development Council – East African Community of Orange County

Garden Grove, CA
World Relief International

Glendale, CA
United States Conference of Catholic Bishops – California

Los Angeles, CA
Church World Service and Episcopal Migration Ministries – Episcopal Diocese of Los Angeles, Interfaith Refugee & Immigration Service
HIAS – Jewish Family Service of Los Angeles
International Rescue Committee
U.S. Committee for Refugees and Immigrants – International Institute of Los Angeles
Lutheran Immigration and Refugee Service – Interfaith Refugee and Immigration Service

Modesto, CA
World Relief International

Oakland, CA
International Rescue Committee
U.S. Committee for Refugees and Immigrants – Lao Family Community Development
United States Conference of Catholic Bishops – California
Sacramento, CA
Church World Service – Opening Doors, Inc. Center for New Americans
International Rescue Committee
U.S. Committee for Refugees and Immigrants – Lao Family Community Development
United States Conference of Catholic Bishops – California
World Relief International
San Bernardino, CA
United States Conference of Catholic Bishops – California
San Diego, CA
Ethiopian Community Development Council – Alliance for African Assistance
HIAS – Jewish Family Service of San Diego
International Rescue Committee
United States Conference of Catholic Bishops – California
San Jose, CA
International Rescue Committee
United States Conference of Catholic Bishops – California
Turlock, CA
International Rescue Committee
COLORADO
Colorado Springs, CO
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains
Denver, CO
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains
International Rescue Committee
Greeley, CO
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains
Fort Collins, CO
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains
Fort Morgan, CO
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains
CONNECTICUT
Bridgeport, CT
U.S. Committee for Refugees and Immigrants – International Institute of Connecticut
Hartford, CT
United States Conference of Catholic Bishops – Connecticut
New Haven, CT
Church World Service and Episcopal Migration Ministries – Integrated Refugee & Immigrant Services
DELAWARE
Wilmington, DE
HIAS – Jewish Family Service of Delaware
United States Conference of Catholic Bishops - Delaware
FLORIDA

**Clearwater, FL**
Ethiopian Community Development Council – Coptic Orthodox Charities, Inc.
HIAS – Gulf Coast Jewish Family and Community Services

**Delray, FL**
Church World Service – IRP (sub-office)

**Doral, FL**
Church World Service – IRP

**Jacksonville, FL**
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Social Services
World Relief International

**Miami, FL**
Episcopal Migration Ministries – Episcopal Diocese of Southeast Florida

**Orlando, FL**
Lutheran Immigration and Refugee Service – Lutheran Social Services

**Palm Springs, FL**
U.S. Committee for Refugees and Immigrants – Youth Co-op Inc.

**United States Conference of Catholic Bishops – Florida**

**Pensacola, FL**
United States Conference of Catholic Bishops – Florida

**St. Augustine, FL**
United States Conference of Catholic Bishops – Florida

**St. Petersburg, FL**
United States Conference of Catholic Bishops – Florida

**Tallahassee, FL**
International Rescue Committee

**Tampa, FL**
Lutheran Immigration and Refugee Service – Lutheran Social Services

**Venice, FL**
United States Conference of Catholic Bishops – Florida

**GEORGIA**

**Atlanta, GA**
Church World Service and Episcopal Migration Ministries – New American Pathways
International Rescue Committee

**United States Conference of Catholic Bishops – Georgia**

**Lutheran Immigration and Refugee Service – Lutheran Services of Georgia**

**Savannah, GA**
Lutheran Immigration and Refugee Service – Lutheran Services of Georgia

**HAWAII**

**Honolulu, HI**
U.S. Committee for Refugees and Immigrants – Pacific Gateway Center
IDAHO
Boise, ID
Episcopal Migration Ministries – Agency for New Americans
International Rescue Committee

Twin Falls, ID
U.S. Committee for Refugees and Immigrants – College of
Southern Idaho Refugee Programs

ILLINOIS
Chicago, IL
Church World Service / Episcopal Migration Ministries
/ Lutheran Immigration and Refugee Service –
RefugeeOne

Ethiopian Community Development Council – Ethiopian
Community Association of Chicago

HIAS – Jewish Child and Family Services

U.S. Committee for Refugees and Immigrants – Chicago
Counseling and Training

U.S. Committee for Refugees and Immigrants – Heartland
Alliance for Human Needs and Human Rights

United States Conference of Catholic Bishops – Illinois

World Relief International

Dupage/Aurora, IL
World Relief International

Moline, IL
World Relief International

Rockford, IL
United States Conference of Catholic Bishops – Illinois

INDIANA
Indianapolis, IN
Church World Service and Episcopal Migration Ministries

– Exodus Refugee/Immigration, Inc.

United States Conference of Catholic Bishops – Indiana

Fort Wayne-South Bend, IN
United States Conference of Catholic Bishops – Indiana

IOWA
Cedar Rapids, IA
U.S. Committee for Refugees and Immigrants – Catherine
McAuley Center

Des Moines, IA
U.S. Committee for Refugees and Immigrants – Des
Moines

Iowa City, IA
U.S. Committee for Refugees and Immigrants – Refugee
and Immigrant Association

KANSAS
Garden City, KS
International Rescue Committee

Kansas City, KS
United States Conference of Catholic Bishops – Kansas

Wichita, KS
Episcopal Migration Ministries – Wichita

International Rescue Committee

KENTUCKY
Bowling Green, KY
U.S. Committee for Refugees and Immigrants – Western
Kentucky Refugee Mutual Assistance

Lexington, KY
Church World Service and Episcopal Migration Ministries
– Kentucky Refugee Ministries, Inc. (sub-office)
United States Conference of Catholic Bishops – Kentucky

_Owensboro, KY_
U.S. Committee for Refugees and Immigrants – Western Kentucky Refugee Mutual Assistance

_LOUISIANA_
_Baton Rouge, LA_
United States Conference of Catholic Bishops – Louisiana

_Lafayette, LA_
United States Conference of Catholic Bishops – Louisiana

_New Orleans, LA_
United States Conference of Catholic Bishops – Louisiana

_MAINE_
_Portland, ME_
United States Conference of Catholic Bishops – Maine

_MARYLAND_
_Baltimore, MD_
International Rescue Committee

U.S. Committee for Refugees and Immigrants – Asylee Women Enterprise

World Relief International

_Silver Spring, MD_
International Rescue Committee

_MASSACHUSETTS_
_Boston, MA_
U.S. Committee for Refugees and Immigrants – International Institute of Boston

United States Conference of Catholic Bishops – Massachusetts

_Framingham, MA_
HIAS – Jewish Family Service of Metrowest

_Jamaica Plain, MA_
Ethiopian Community Development Council – Refugee and Immigrant Assistance Center

_Lowell, MA_
U.S. Committee for Refugees and Immigrants – International Institute of Lowell

_Northampton, MA_
United States Conference of Catholic Bishops – Massachusetts

_Springfield, MA_
HIAS – Jewish Family Service of Western Massachusetts

_Westfield, MA_
Episcopal Migration Ministries and Lutheran Immigration and Refugee Services – Ascentria Care Alliance

_Worcester, MA_
Ethiopian Community Development Council – Refugee and Immigrant Assistance Center

Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Ascentria Care Alliance

United States Conference of Catholic Bishops – Massachusetts
MICHIGAN

Ann Arbor, MI
HIAS – Jewish Family Service of Washtenaw County

Detroit, MI
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Samaritas
U.S. Committee for Refugees and Immigrants – Detroit
United States Conference of Catholic Bishops – Michigan

Grand Rapids, MI
Church World Service – Bethany Refugee Services, Refugee Resettlement Program
United States Conference of Catholic Bishops – Michigan

Lansing, MI
United States Conference of Catholic Bishops – Michigan

MISSISSIPPI

Biloxi, MS
United States Conference of Catholic Bishops – Mississippi

Jackson, MS
United States Conference of Catholic Bishops – Mississippi

MISSOURI

Jefferson City, MO
United States Conference of Catholic Bishops – Missouri

Kansas City, MO
Ethiopian Community Development Council – Della Lamb Community Services
U.S. Committee for Refugees and Immigrants – Jewish Vocational Services

Springfield, MO
U.S. Committee for Refugees and Immigrants – International Institute of St. Louis (Southwest, MO)

St. Louis, MO
U.S. Committee for Refugees and Immigrants – International Institute of St. Louis

MONTANA

Missoula, MT
International Rescue Committee

NEBRASKA

Lincoln, NE
United States Conference of Catholic Bishops – Nebraska
Church World Service – Lutheran Refugee Service (sub-office)
Omaha, NE
Church World Service and Lutheran Immigration and Refugee Service
Ethiopian Community Development Council – Southern Sudan Community Association

NEVADA
Las Vegas, NV
United States Conference of Catholic Bishops – Nevada

Reno, NV
U.S. Committee for Refugees and Immigrants – Northern Nevada International Center

NEW HAMPSHIRE
Concord, NH
Church World Service / Episcopal Migration Ministries / Lutheran Immigration and Refugee Service – Ascentria Care Alliance

Manchester, NH
U.S. Committee for Refugees and Immigrants – International Institute of New Hampshire

NEW JERSEY
Camden, NJ
United States Conference of Catholic Bishops – New Jersey

Elizabeth, NJ
International Rescue Committee

Highland Park, NJ
U.S. Committee for Refugees and Immigrants – Interfaith-RISE

Jersey City, NJ
Church World Service – IRP Jersey City

Newark, NJ
United States Conference of Catholic Bishops – New Jersey

NEW MEXICO
Albuquerque, NM
Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Family Services Rocky Mountains

NEW YORK
Albany, NY
U.S. Committee for Refugees and Immigrants – Albany

Binghamton, NY
U.S. Committee for Refugees and Immigrants – American Civic Association

Brooklyn, NY
U.S. Committee for Refugees and Immigrants – CAMBA

United States Conference of Catholic Bishops – New York

Buffalo, NY
Church World Service and Episcopal Migration Ministries – Journey’s End Refugee Services, Inc.

HIAS – Jewish Family Service of Buffalo and Erie County

United States Conference of Catholic Bishops – New York

Ithaca, NY
United States Conference of Catholic Bishops – New York

New York, NY
United States Conference of Catholic Bishops – New York

HIAS New York
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<td><strong>Bismarck, ND</strong></td>
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<td><strong>OHIO</strong></td>
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<td>U.S. Committee for Refugees and Immigrants – International Institute of Akron</td>
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<td>World Relief International</td>
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</tbody>
</table>
Cincinnati, OH
United States Conference of Catholic Bishops – Ohio

Cleveland, OH
U.S. Committee for Refugees and Immigrants – Cleveland
HIAS – US Together, Inc.
United States Conference of Catholic Bishops – Ohio

Columbus, OH
Church World Service – Sponsors Organized to Assist Refugees (SOAR)
Church World Service and Episcopal Migration Ministries – Community Refugee and Immigration Services (CRIS)

Dayton, OH
United States Conference of Catholic Bishops – Ohio

Toledo, OH
HIAS – US Together, Inc.

PENNSYLVANIA

Allentown, PA
Lutheran Immigration and Refugee Service – Bethany Christian Services

Chester, PA
United States Conference of Catholic Bishops – Pennsylvania

Erie, PA
U.S. Committee for Refugees and Immigrants – Erie
United States Conference of Catholic Bishops – Pennsylvania

Harrisburg, PA
United States Conference of Catholic Bishops – Pennsylvania

Lancaster, PA
Church World Service – IRP
Lutheran Immigration and Refugee Service – Bethany Christian Services

Philadelphia, PA
HIAS Pennsylvania
U.S. Committee for Refugees and Immigrants – Nationalities Service Center
Lutheran Immigration and Refugee Service – Bethany Christian Services

Pittsburgh, PA
Ethiopian Community Development Council – Acculturation for Justice, Access, and Peace Outreach
HIAS – Jewish Family and Children’s Service of Pittsburgh

Scranton, PA
United States Conference of Catholic Bishops – Pennsylvania

OREGON

Portland, OR
U.S. Committee for Refugees and Immigrants – Immigrant and Refugee Community Organization
Lutheran Immigration and Refugee Service – Lutheran Community Services Northwest
United States Conference of Catholic Bishops – Oregon

OKLAHOMA

Oklahoma City, OK
United States Conference of Catholic Bishops – Oklahoma

Tulsa, OK
United States Conference of Catholic Bishops – Oklahoma

United States Conference of Catholic Bishops – Ohio

United States Conference of Catholic Bishops – Pennsylvania
RHODE ISLAND
Providence, RI
U.S. Committee for Refugees and Immigrants – Dorcas
International Institute of Rhode Island

United States Conference of Catholic Bishops – Rhode
Island

SOUTH CAROLINA
Charleston, SC
Lutheran Immigration and Refugee Service – Lutheran
Services Carolinas

Columbia, SC
Lutheran Immigration and Refugee Service – Lutheran
Services Carolinas

Greenville, SC
World Relief International

SOUTH DAKOTA
Sioux Falls, SD
Lutheran Immigration and Refugee Service – Lutheran
Social Services of South Dakota

TENNESSEE
Chattanooga, TN
Church World Service and Episcopal Migration Ministries – Bridge Refugee Services, Inc.

Knoxville, TN
Church World Service and Episcopal Migration Ministries – Bridge Refugee Services, Inc.

Memphis, TN
World Relief International

Nashville, TN
Ethiopian Community Development Council – Nashville
International Center for Empowerment

United States Conference of Catholic Bishops –
Tennessee

TEXAS
Abilene, TX
International Rescue Committee

Amarillo, TX
Church World Service and Lutheran Immigration and
Refugee Services – Refugee Service of Texas, Inc. (sub-
office)

United States Conference of Catholic Bishops – Texas

Austin, TX
Church World Service / Episcopal Migration Ministries / Lutheran Immigration and Refugee Service – Refugee
Services of Texas, Inc. (sub-office)

U.S. Committee for Refugees and Immigrants – Texas

Corpus Christi, TX
United States Conference of Catholic Bishops – Texas

Dallas – Fort Worth, TX
Church World Service and Lutheran Immigration and
Refugee Service – Refugee Services of Texas, Inc.

International Rescue Committee

United States Conference of Catholic Bishops – Texas

World Relief International

El Paso, TX
United States Conference of Catholic Bishops – Texas

Houston – Galveston, TX
Church World Service and Episcopal Migration Ministries – Interfaith Ministries for Greater Houston
Ethiopian Community Development Council – Alliance for Multicultural Community Services

U.S. Committee for Refugees and Immigrants – YMCA International Services

United States Conference of Catholic Bishops – Texas

*Midland, TX*
International Rescue Committee

*San Antonio, TX*
U.S. Committee for Refugees and Immigrants – RAICES

United States Conference of Catholic Bishops – Texas

**UTAH**

*Salt Lake City, UT*
International Rescue Committee

U.S. Committee for Refugees and Immigrants – Refugee and Immigrant Center-Asian Association of Utah

United States Conference of Catholic Bishops – Utah

**VERMONT**

*Colchester, VT*
U.S. Committee for Refugees and Immigrants – Vermont

*Rutland, VT*
U.S. Committee for Refugees and Immigrants – Rutland

**VIRGINIA**

*Arlington, VA*
United States Conference of Catholic Bishops – Virginia

*Charlottesville, VA*
International Rescue Committee

*Falls Church, VA*
Lutheran Immigration and Refugee Service – Lutheran Social Services of the National Capital Area

*Fredericksburg, VA*
United States Conference of Catholic Bishops – Virginia

*Harrisonburg, VA*
Church World Service IRP Virginia – Harrisonburg Office

*Richmond, VA*
Church World Service IRP Virginia – Richmond Office

*Roanoke, VA*
United States Conference of Catholic Bishops – Virginia

**WASHINGTON**

*Olympia, WA*
Episcopal Migration Ministries – Refugee Resettlement Office

*Richland, WA; Seattle, WA*
HIAS – Jewish Family Service of Greater Seattle

*Spokane, WA*
World Relief International

*Tacoma, WA*
World Relief International

*Lutheran Immigration and Refugee Service – Lutheran Community Services Northwest*

United States Conference of Catholic Bishops – Washington

*Vancouver, WA*
Lutheran Immigration and Refugee Service – Lutheran Community Services Northwest
WEST VIRGINIA
Wheeling-Charleston, WV
United States Conference of Catholic Bishops – West Virginia

WISCONSIN
Appleton, WI
World Relief International

Green Bay, WI
United States Conference of Catholic Bishops – Wisconsin

Madison, WI
HIAS – Jewish Social Services of Madison

Milwaukee, WI
Ethiopian Community Development Council – Pan-African Community Association

U.S. Committee for Refugees and Immigrants – International Institute of Wisconsin

Lutheran Immigration and Refugee Service – Lutheran Social Services of Wisconsin and Upper Michigan

United States Conference of Catholic Bishops – Wisconsin

Oshkosh, WI
World Relief International