



Lutheran Immigration
and Refugee Service

TENT

U.S. EMPLOYERS' GUIDE TO HIRING REFUGEES





TENT

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



Lutheran Immigration
and Refugee Service

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.

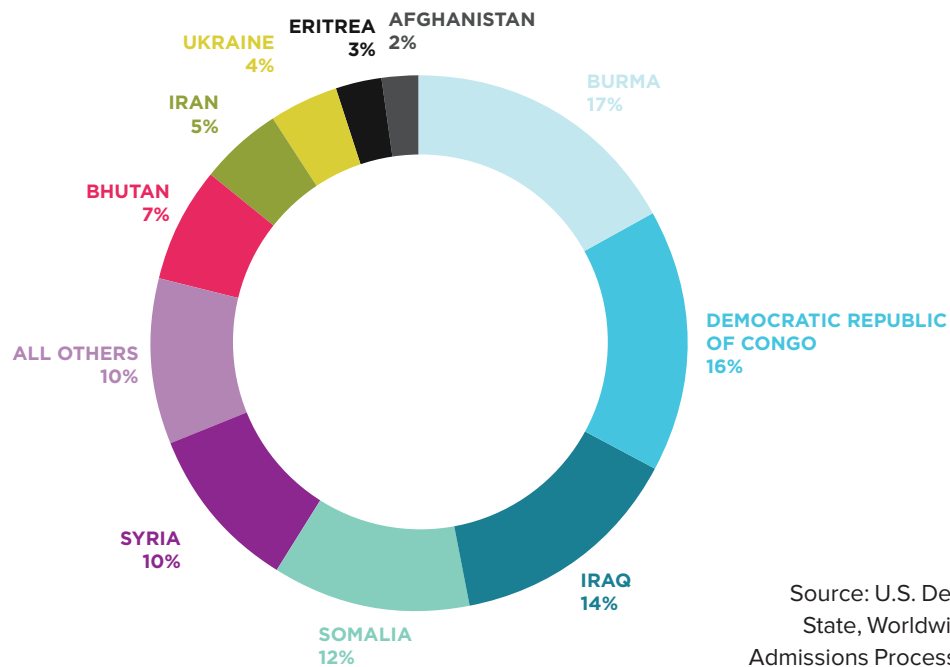
REFUGEES’ NATIONAL ORIGIN

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 1

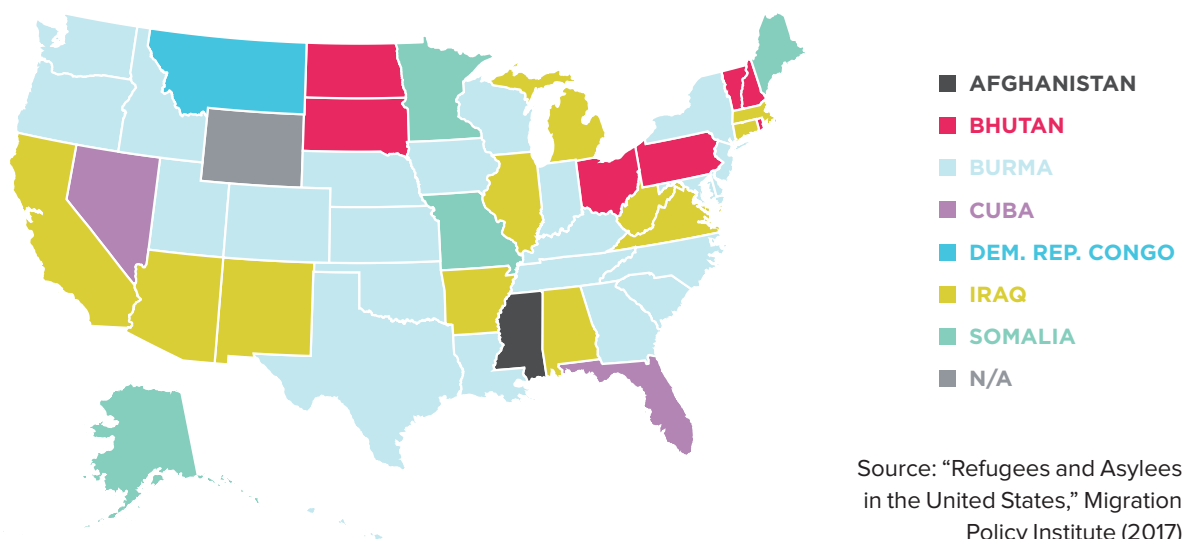
REFUGEE ADMISSIONS TO THE U.S. BY ORIGIN COUNTRY - SEPTEMBER 30, 2015 - OCTOBER 30, 2017



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

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).

FIGURE 2: LARGEST RESETTLED GROUP BY STATE



Source: "Refugees and Asylees in the United States," Migration Policy Institute (2017)

▲ OTHER HUMANITARIAN IMMIGRANTS

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

▲ SPECIAL IMMIGRANT VISA (SIV) HOLDERS FROM IRAQ OR AFGHANISTAN

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

A man in a blue work jacket with red and white stripes on the sleeves is working on a wooden table in a workshop. He is leaning over the table, which has various tools and materials on it. The background shows a workshop environment with wooden walls and a red ladder.

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.

TABLE 1 | REFUGEE PLACEMENT BY METRO AREA

RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016	RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016
1	San Diego, CA	27,075	14	Indianapolis, IN	11,549
2	Dallas-Fort Worth, TX	26,950	15	Portland, OR	10,281
3	Atlanta, GA	26,322	16	Salt Lake City, UT	10,250
4	Phoenix, AZ	22,811	17	Louisville, KY	10,129
5	Los Angeles, CA	22,217	18	Columbus, OH	9,957
6	Houston, TX	19,958	19	Nashville, TN	9,871
7	Chicago, IL	18,538	20	Syracuse, NY	9,532
8	Detroit, MI	18,163	21	Kansas City, KS	9,387
9	Seattle, WA	16,882	22	Tucson, AZ	8,397
10	Minneapolis-St. Paul, MN	16,255	23	Washington, DC	8,384
11	Denver, CO	13,583	24	Sacramento, CA	8,061
12	Miami, FL	13,420	25	Jacksonville, FL	7,452
13	Buffalo, NY	12,509	26	Milwaukee, WI	7,338

RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016
27	Greensboro, NC	7,125
28	Philadelphia, PA	6,966
29	Boise City, ID	6,918
30	Omaha, NE	6,596
31	San Antonio, TX	6,550
32	Rochester, NY	6,336
33	Cleveland, OH	6,333
34	Tampa, FL	6,256
35	St. Louis, MO	6,237
36	Charlotte, NC	6,071
37	Erie, PA	5,980
38	Austin, TX	5,938
39	Baltimore, MD	5,764
40	Grand Rapids, MI	5,725
41	Boston, MA	5,722
42	Lansing, MI	5,526
43	Des Moines, IA	5,484
44	New York City, NY	5,481
45	Las Vegas, NV	5,275
46	Springfield, MA	5,152
47	Amarillo, TX	4,684
48	Utica, NY	4,494
49	Akron, OH	4,483
50	Spokane, WA	4,293
51	Pittsburgh, PA	4,177
52	Raleigh, NC	4,143
53	Worcester, MA	4,104
54	Sioux Falls, SD	4,007
55	Lancaster, PA	3,779

RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016
56	Bowling Green, KY	3,653
57	Fargo, ND	3,479
58	Albany, NY	3,190
59	San Jose, CA	3,184
60	Durham, NC	3,045
61	San Francisco, CA	3,045
62	Burlington, VT	2,992
63	Fort Wayne, IN	2,979
64	Modesto, CA	2,815
65	Rockford, IL	2,739
66	Richmond, VA	2,731
67	Lincoln, NE	2,490
68	Hartford, CT	2,480
69	Portland, ME	2,284
70	Abilene, TX	2,239
71	Orlando, FL	2,235
72	Manchester, NH	2,155
73	Albuquerque, NM	2,071
74	Virginia Beach, VA	1,993
75	Charlottesville, VA	1,959
76	New Haven, CT	1,868
77	New Bern, NC	1,857
78	Providence, RI	1,799
79	Harrisburg, PA	1,796
80	Memphis, TN	1,770
81	Davenport, IA	1,761
82	Cincinnati, OH	1,743
83	Kennewick, WA	1,741
84	Roanoke, VA	1,710

RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016
85	Dayton, OH	1,657
86	Harrisonburg, VA	1,616
87	Battle Creek, MI	1,577
88	Knoxville, TN	1,563
89	Tulsa, OK	1,543
90	Wichita, KS	1,431
91	Oklahoma City, OK	1,422
92	St. Cloud, MN	1,401
93	Scranton, PA	1,387
94	Columbia, MO	1,299
95	Mobile, AL	1,295
96	Columbia, SC	1,274
97	Baton Rouge, LA	1,122
98	Greeley, CO	1,082
99	Colorado Springs, CO	1,065
100	Anchorage, AK	956
101	Grand Forks, ND	941
102	Allentown, PA	887
103	Owensboro, KY	874
104	Rochester, MN	825
105	Chattanooga, TN	757
106	Oshkosh, WI	633
107	Trenton, NJ	609
108	Ann Arbor, MI	592
109	Tallahassee, FL	573
110	Madison, WI	549
111	Wilmington, NC	547
112	Naples, FL	493
113	Bridgeport, CT	402

RANK	METRO AREA	NUMBER OF REFUGEE PLACEMENTS 2007-2016
114	Cedar Rapids, IA	369
115	Lafayette, LA	356
116	Alexandria, LA	345
117	Savannah, GA	344
118	Winston, NC	341
119	Lewiston, ME	337
120	Asheville, NC	298
121	Cape Coral, FL	291
122	Midland, TX	289
123	Fresno, CA	229
124	Bakersfield, CA	218
125	Sheboygan, WI	213
126	Toledo, OH	199
127	Atlantic City, NJ	174
128	Bismarck, ND	161
129	Riverside, CA	153
130	El Paso, TX	152
131	Binghamton, NY	147
132	North Port, FL	144
133	Waterloo, IA	128
134	South Bend, IN	108
135	Green Bay, WI	107
136	Grand Island, NE	103

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

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



U.S. Customs and Border Protection

Securing America's Borders

Get I-94 Number

I-94 FAQ

Admission (I-94) Number Retrieval

Print

Admission (I-94) Record Number: 69001333663

Admit Until Date (MM/DD/YYYY): 08/24/2013

Details provided on Admission (I-94) form:

Family Name: Testing

First (Given) Name: Monday

Birth Date (MM/DD/YYYY): 05/06/1985

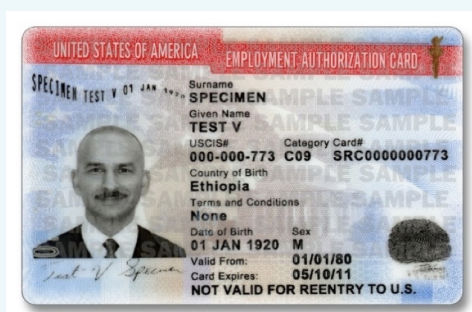
Passport Number: 123000456

Passport Country of Issuance: Mexico

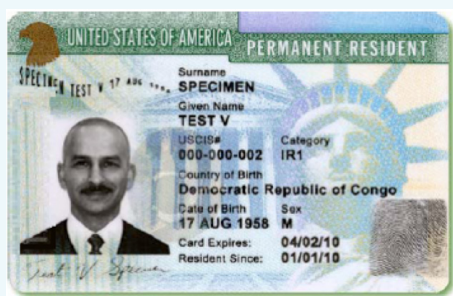
Date of Entry (MM/DD/YYYY): 03/13/2013

Class of Admission: B1

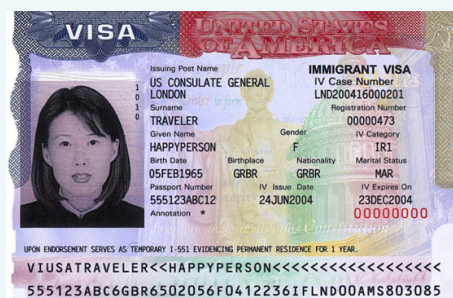
I-94



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**

A person with curly hair and a headband is working at a coffee bar, pouring coffee into a cup. The background shows a menu board with various coffee options and prices. The text "ADDRESSING CHALLENGES TO RECRUITMENT & RETENTION" is overlaid on the image.

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
1	Arabic
2	Nepali
3	Somali
4	Sgaw Karen
5	Spanish
6	Kiswahili
7	Chaldean
8	Burmese
9	Armenian
10	Other Minor Languages

“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/>
- United Nations High Commissioner for Refugees (UNHCR) Population Statistics Database:
http://popstats.unhcr.org/en/overview#_ga=2.181975972.265793180.1502030627-145713026.1502030627

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

International Rescue Committee

U.S. Committee for Refugees and Immigrants – Youth Co-op Inc.

Lutheran Immigration and Refugee Service – Lutheran Social Services

United States Conference of Catholic Bishops – Florida

Orlando, FL

Lutheran Immigration and Refugee Service – Lutheran Social Services

United States Conference of Catholic Bishops – Florida

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

World Relief International

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

United States Conference of Catholic Bishops – Iowa

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

Louisville, KY

Church World Service and Episcopal Migration Ministries
– Kentucky Refugee Ministries, Inc.

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

MINNESOTA

Minneapolis – St. Paul, MN

Church World Service and Episcopal Migration Ministries – Minnesota Council of Churches

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

Lutheran Immigration and Refugee Service – Lutheran Social Services of Minnesota

United States Conference of Catholic Bishops – Minnesota

World Relief International

St. Cloud, MN

Lutheran Immigration and Refugee Service – Lutheran Social Services of Minnesota

Winona, MN

United States Conference of Catholic Bishops – Minnesota

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

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

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

Poughkeepsie, NY

Church World Service Poughkeepsie

Rochester, NY

Church World Service – Catholic Family Center, Refugee Resettlement Program

United States Conference of Catholic Bishops – New York

Rockville Center, NY

United States Conference of Catholic Bishops – New York

Syracuse, NY

Church World Service and Episcopal Migration Ministries – InterFaith Works of Central New York

United States Conference of Catholic Bishops – New York

Utica, NY

Lutheran Immigration and Refugee Service – Mohawk Valley Resource Center

Westchester County, NY

HIAS New York

NORTH CAROLINA

Charlotte, NC

United States Conference of Catholic Bishops – North Carolina

Durham, NC

Church World Service – IRP Durham

World Relief International

Greensboro, NC

Church World Service – IRP Greensboro

Ethiopian Community Development Council – North Carolina African Services Coalition

High Point, NC

World Relief International

Raleigh, NC

U.S. Committee for Refugees and Immigrants – North Carolina

Lutheran Immigration and Refugee Service – Lutheran Services Carolina

Wilmington, NC

Episcopal Migration Ministries – Interfaith Refugee Ministry

Winston-Salem, NC

World Relief International

NORTH DAKOTA

Bismarck, ND

Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Social Services of North Dakota

Fargo, ND

Episcopal Migration Ministries and Lutheran Immigration and Refugee Service – Lutheran Social Services of North Dakota

Grand Forks, ND

Episcopal Migration Ministries and Lutheran Immigration and Refugee Services – Lutheran Social Services of North Dakota

OHIO

Akron, OH

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

World Relief International

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.

OKLAHOMA***Oklahoma City, OK***

United States Conference of Catholic Bishops –
Oklahoma

Tulsa, OK

United States Conference of Catholic Bishops –
Oklahoma

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

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

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

United States Conference of Catholic Bishops – 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

United States Conference of Catholic Bishops – Virginia

Roanoke, VA

United States Conference of Catholic Bishops – Virginia

WASHINGTON

Olympia, WA

Episcopal Migration Ministries – Refugee Resettlement
Office

Richland, WA;

World Relief International

Seattle, WA

HIAS – Jewish Family Service of Greater Seattle

World Relief International

Spokane, WA

World Relief International

Tacoma, WA

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

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

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



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