

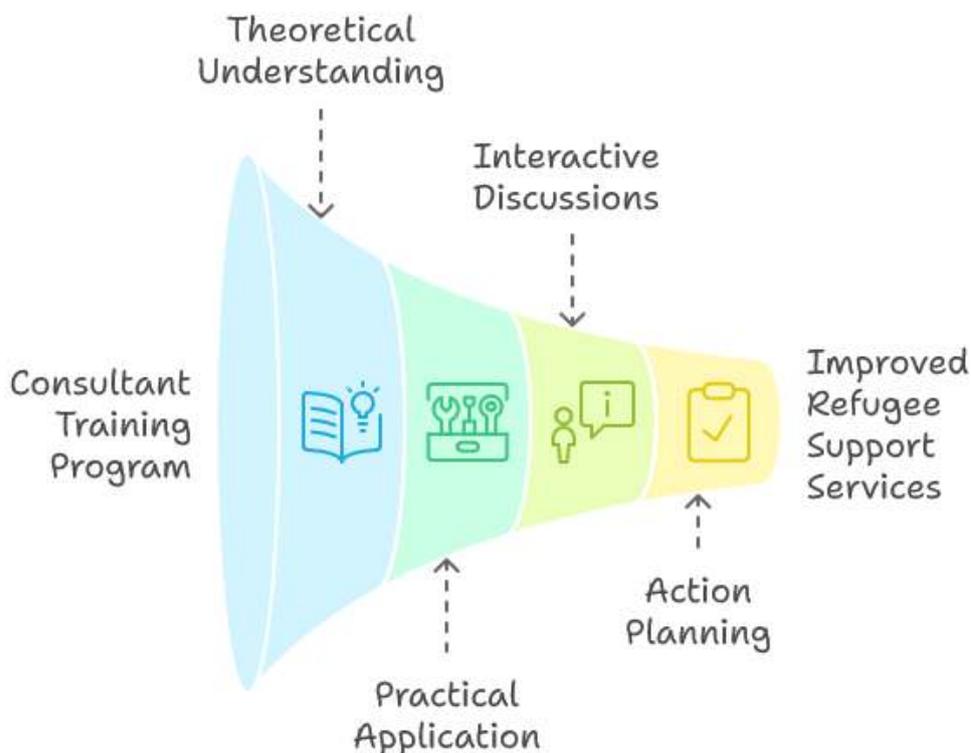


Training program for consultants

The integration of refugees into the labour market represents both a humanitarian imperative and an economic opportunity for host countries. This training program, developed as part of the EU-Project Prosper BSR, equips consultants at business support organizations with the knowledge, tools, and strategies needed to effectively facilitate the integration of Ukrainian refugees into the European labour market.

This comprehensive training program combines theoretical understanding with practical application, designed specifically for consultants who work directly with both refugees and employers. Through a carefully structured approach, participants will develop the expertise needed to bridge the gap between refugee job seekers and local businesses. Throughout the training, short breaks and mix of presentation styles, including lectures, interactive discussions, group activities, and case studies are recommended.

The goal is to give participants a comprehensive overview of the key issues in refugee labour market integration and practical tools they can immediately apply in their work. The action planning session at the end will help ensure that the training translates into concrete steps for improving refugee support services.





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Preface : The KAIN - METHOD

It is recommended for trainers to use the KAIN (Knowledge Acquisition according to Individual Needs – KAIN) for this training.

A striking obstacle faced by many consultants is lack of time to engage them in advanced trainings. There is also particular interest in ensuring that, as far as possible, qualifications offered should match individual skills needs of the employees and, at the same time, address specific issues. In response to such demands, a structural concept will be applied consisting of following items:

- 2-3 learning phases with classroom teaching, delivered on two days per week, possibly Fridays and Saturdays.
- In between, longer on-the-job teaching periods at the trainees' workplace with simultaneous realisation of innovative development projects in SMEs, covering three to four months.
- Proposal for teaching periods at the trainee's workplace:
 - a. coaching by same trainers that are also delivering classroom teaching,
 - b. optional and customised e-learning options,
 - c. implementation of a specific development project within the company, in the topic area of the respective advanced training, involving as many employees as possible, thus, ensuring joint team learning.

The successfully tested and implemented methodological framework (training method) KAIN

- creates a common knowledge base for participants with different backgrounds in training and consulting processes,
- takes particular account of the individual experience of participants,
- shows possibilities to change/improve the situation of the participants on site for the pursuit of project goals and change measures,
- sharpens the knowledge of possible needs for change,
- enables those involved participants to design the right measures and implement them correctly, and
- combines qualifications with the implementation of innovative development projects in companies.



KAIN describes the tasks of trainers / consultants to carry out qualifications within the framework of continuing vocational training, to accompany the implementation of company-specific development projects and to enable company employees to carry out change processes under the supervision of external consultants.

The qualification and consulting process is composed of three phases:

1. classroom teaching
2. self-study with external support
3. report and reflection.

The overall aim of the training is to ensure that all participants have sufficient information and knowledge on how the basic training idea can be implemented and pursued under the individual (quite different) framework conditions on site. Hopefully they will gain confidence in the feasibility of change processes.



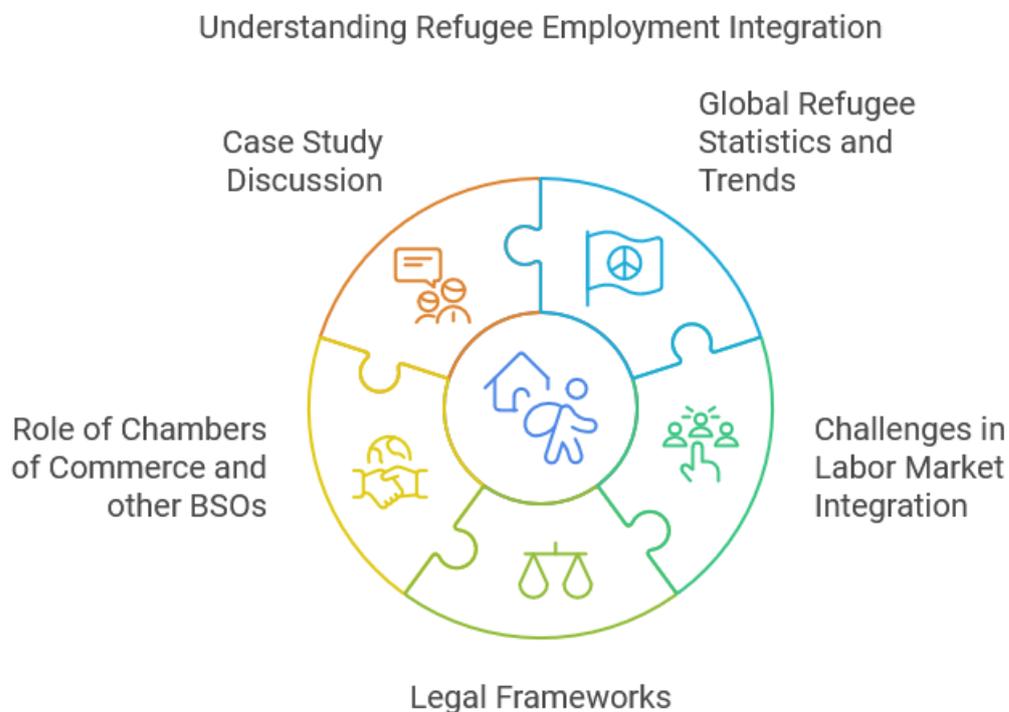
Overview

Day 1 (Full day)

I. Introduction and Context (2 hours)

This section provides a comprehensive overview of the global refugee situation and its impact on labor markets. It aims to establish a strong foundation of knowledge about the challenges refugees face in employment integration and the legal frameworks governing their rights to work. By examining successful case studies and discussing the unique role of chambers of commerce, participants will gain a clear understanding of their potential impact in this arena. This section sets the stage for the more practical elements of the training to follow.

- Global refugee statistics and trends (20 minutes)
- Common challenges faced by refugees in labor market integration (20 minutes)
- Legal framework basics: key international and national laws affecting refugee employment (20 minutes)
- The role of chambers of commerce in refugee integration (30 minutes)
- Case study discussion: successful integration projects (30 minutes)



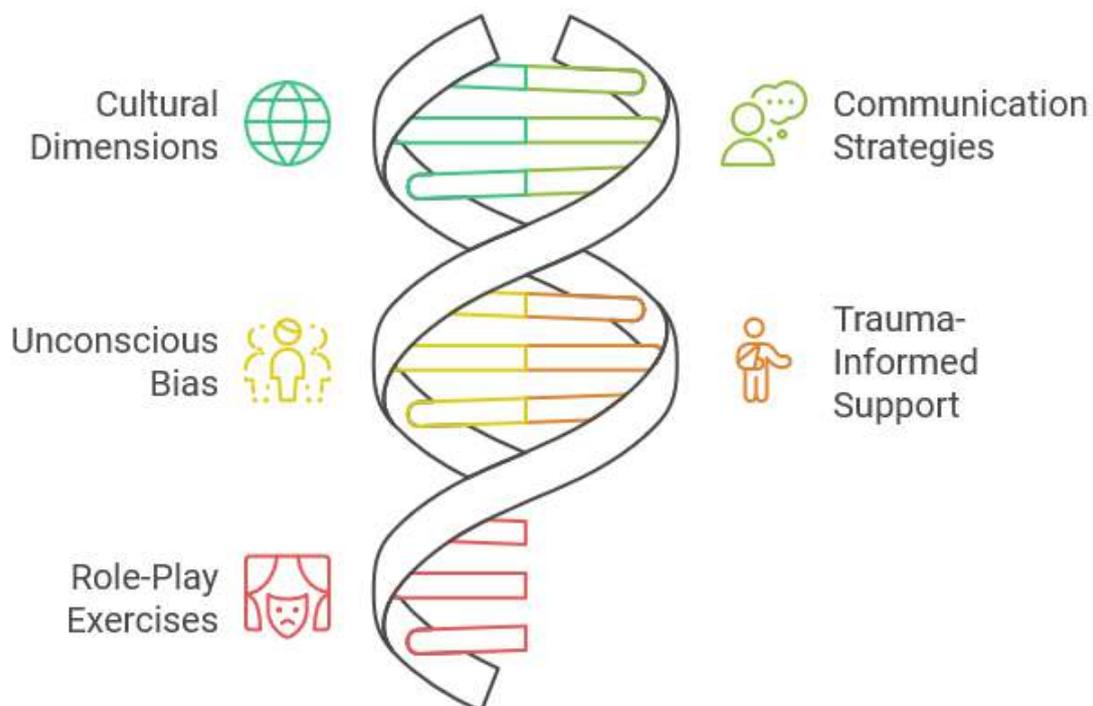


II. Cultural Competence and Communication (1.5 hours)

This section delves into the critical skills needed for effective cross-cultural interaction in the context of refugee employment integration. It aims to enhance participants' cultural awareness, improve their communication strategies, and provide tools for addressing unconscious bias. By exploring cultural dimensions and trauma-informed approaches, this section equips chamber staff with the sensitivity and skills needed to bridge cultural gaps effectively. The goal is to foster more inclusive and supportive environments for refugee job seekers and employees.

- Overview of cultural dimensions affecting workplace integration (20 minutes)
- Effective cross-cultural communication strategies (25 minutes)
- Recognizing and addressing unconscious bias (15 minutes)
- Basics of trauma-informed support: understanding and responding to refugee experiences (20 minutes)
- Interactive exercise: cross-cultural communication role-play (10 minutes)

Enhancing Workplace Integration Through Cultural Awareness and Support



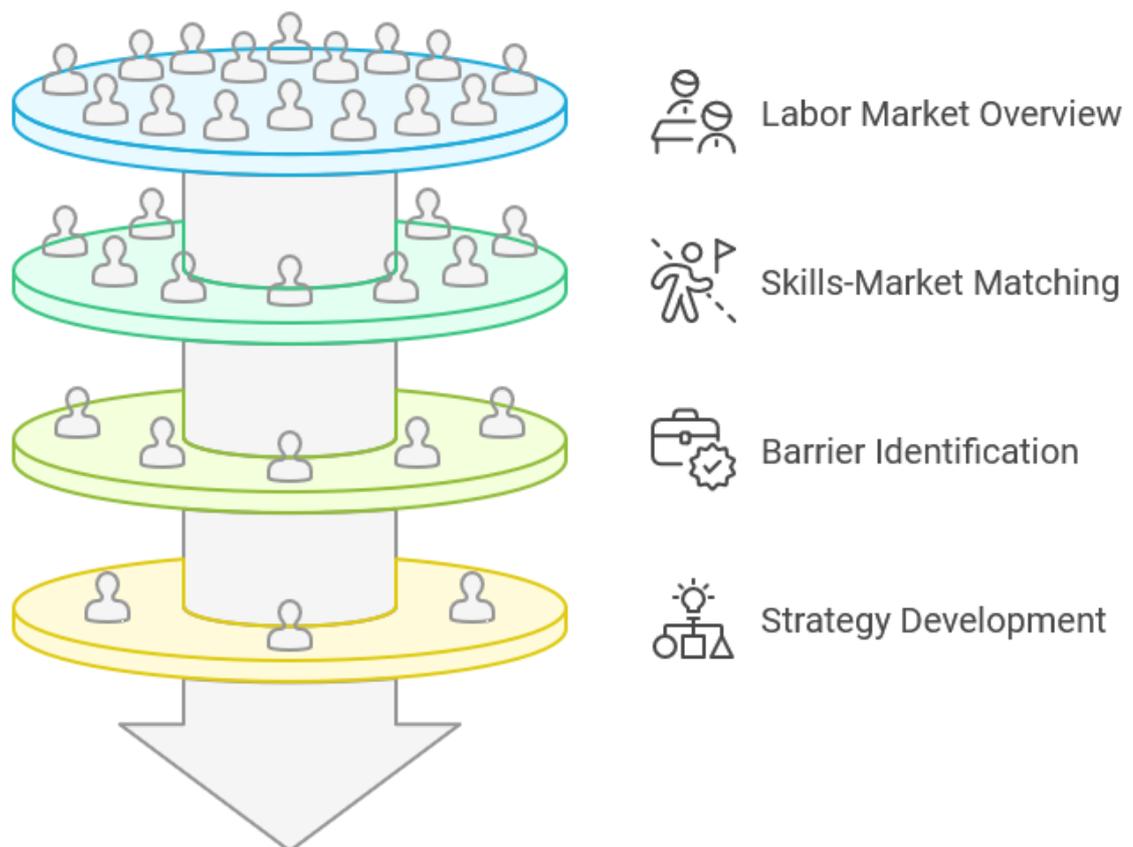


III. Labor Market Integration (2 hours)

This section focuses on the practical aspects of matching refugee skills with labor market demands. It aims to equip participants with techniques for assessing local labor needs, evaluating refugee skills, and addressing common barriers to employment. Through discussions on skills assessment, gap analysis, and bridging strategies, participants will learn how to facilitate more effective connections between refugees and potential employers. The section's goal is to enhance the chambers' capacity to act as effective intermediaries in the labor market integration process.

- Quick overview of local labor market needs assessment (20 minutes)
- Methods for matching refugee skills with market demands (30 minutes)
- Identifying and addressing common barriers to refugee employment (30 minutes)
- Skills assessment techniques: recognizing formal, non-formal, and informal skills (20 minutes)
- Group discussion: strategies for bridging skills gaps (20 minutes)

Refugee Employment Integration Process





IV. Networking and Partnerships (1.5 hours)

This section explores the importance of building and leveraging networks to support refugee labor market integration. It aims to teach participants how to map key stakeholders, develop effective partnerships with NGOs and support organizations, and engage member companies in refugee employment. By focusing on creating support networks and mentorship programs, this section provides strategies for expanding the reach and impact of integration efforts. The goal is to enhance the chambers' ability to coordinate and collaborate with various actors in the integration ecosystem.

- Mapping key stakeholders in refugee integration (20 minutes)
- Techniques for building effective partnerships with NGOs and support organizations (25 minutes)
- Strategies for engaging member companies in refugee employment (25 minutes)
- Creating a support network: mentorship programs and peer support (20 minutes)

Building Comprehensive Strategies for Effective Refugee Integration



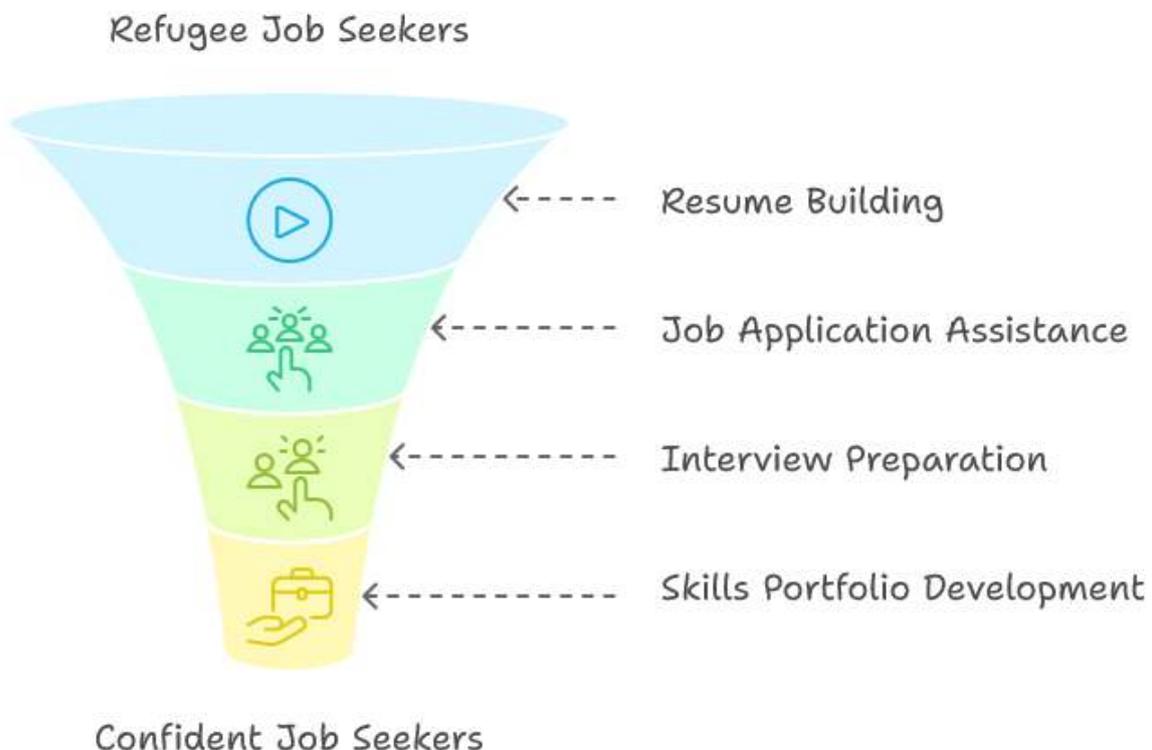


V. Practical Support Skills (1 hour)

This section concentrates on the hands-on skills needed to assist refugees in their job search process. It aims to provide participants with practical tools and strategies for resume building, job application assistance, interview preparation, and skills portfolio development. Through exercises and discussions, participants will learn how to tailor these supports to the unique needs and backgrounds of refugees. The section's goal is to enhance the chambers' capacity to provide direct, effective job search support to refugees.

- Resume building tailored for refugees: key elements and cultural considerations (20 minutes)
- Job application assistance: navigating online platforms and local job markets (15 minutes)
- Interview preparation: cultural aspects and common challenges (15 minutes)
- Quick tips for skills portfolio development (10 minutes)

Refugee Employment Preparation Process





Day 2 (Half Day)

VI. Legal and Administrative Overview (1 hour)

This section provides a crucial overview of the legal and administrative aspects of refugee employment. It aims to clarify key points on work permits, visa regulations, social security access, and healthcare rights for refugees. By addressing common misconceptions and providing clear information on legal requirements, this section equips chamber staff to provide accurate guidance to both refugees and employers. The goal is to demystify the legal aspects of refugee employment and reduce administrative barriers to integration. Depending on the knowledge of the trainer, it might be advisable to ask an (in-house) lawyer for advice according to your countries rules.

- Key points on work permits and visa regulations for refugees (20 minutes)
- Overview of social security access and rights for working refugees (15 minutes)
- Q&A session on legal and administrative issues (10 minutes)



7.



VII. Employer Education (1 hour)

This section focuses on strategies for engaging and educating employers about the benefits and practicalities of hiring refugees. It aims to address common concerns and misconceptions, highlight the advantages of workforce diversity, and provide guidance on creating inclusive workplaces. Through case studies and practical tips, participants will learn how to effectively advocate for refugee employment. The section's goal is to equip chamber staff with the tools to change employer perceptions and promote more inclusive hiring practices.

- Addressing common concerns and misconceptions about hiring refugees (20 minutes)
- Benefits of hiring refugees: diversity, skills, motivation (15 minutes)
- Quick guide to creating inclusive workplaces (15 minutes)
- Case study: successful refugee employment stories / success stories collected by Prosper BSR (10 minutes)

Understanding Refugee Employment





VIII. Action Planning (2 hours)

This final section is dedicated to translating the knowledge gained throughout the training into concrete action plans. It aims to guide participants through a process of analyzing their current efforts, setting SMART goals, and developing specific strategies for improving refugee labor market integration. Through individual and group exercises, participants will create actionable plans tailored to their local contexts. The goal is to ensure that the training leads to tangible improvements in the chambers' refugee integration efforts.

- SWOT analysis of current integration efforts (30 minutes)
- Setting SMART goals for individual staff and chambers (30 minutes)
- Developing a 6-month action plan: group activity (40 minutes)
- Presentation and discussion of action plans (20 minutes)





I. Introduction and Context (2 hours)

1. Global refugee statistics and trends (20 minutes)

- Provide latest numbers to raise awareness, like current global refugee population: latest UNHCR figures (<https://www.unhcr.org/what-we-do/reports-and-publications>)
- Top countries of origin for refugees; currently in Latvia, Lithuania and Poland this is Ukraine, but of course this can change in the future (!)
- Major host countries and their challenges
- Trends in forced displacement over the last decade
- Brief overview of the economic impact of refugee populations on host countries

2. Common challenges faced by refugees in labour market integration (20 minutes)

- Language barriers: impact on job search and workplace integration
- Qualification recognition: difficulties in transferring educational and professional credentials
- Cultural differences in job search and workplace norms
- Discrimination and prejudice in hiring processes
- Lack of local work experience and professional networks
- Legal restrictions on employment for asylum seekers
- Mental health challenges due to trauma and displacement

3. Legal framework basics: key international and national laws affecting refugee employment (20 minutes)

- Overview of the 1951 Refugee Convention and its provisions on the right to work
- EU directives on asylum and refugee rights (if applicable)
- National laws governing refugee employment: work permits, restrictions, and rights
- Anti-discrimination laws protecting refugees in the workplace
- Brief comparison of refugee employment rights across different countries

4. The role of chambers of commerce in refugee integration (30 minutes)

- Unique position of chambers as intermediaries between businesses, government, and civil society
- Potential services chambers can offer:
 - Skills matching and job placement
 - Business mentorship programs
 - Advocacy for refugee-friendly policies
 - Cultural mediation between employers and refugee employees
- Examples of successful chamber-led integration initiatives from around the world
- Challenges and opportunities for chambers in taking on this role



- Discussion: How can chambers leverage their existing networks and resources for refugee integration?

5. Case study discussion: successful integration projects (30 minutes)

- Presentation of 2-3 case studies of successful refugee labor market integration projects , success stories collected or own experience
 - Example 1: A chamber-led mentorship program pairing refugee professionals with local business leaders
 - Example 2: A skills recognition and bridging program for refugee healthcare workers
 - Example 3: A chamber-organized job fair specifically for refugees and asylum seekers
- For each case study, discuss:
 - Key strategies employed
 - Challenges faced and how they were overcome
 - Outcomes and impact
 - Lessons learned and best practices
- Group discussion: How can elements from these case studies be applied in participants' local contexts?



II. Cultural Competence and Communication (1.5 hours)

1. Overview of cultural dimensions affecting workplace integration (20 minutes)

- Introduction to Hofstede's cultural dimensions:
 - Power Distance
 - Individualism vs. Collectivism
 - Uncertainty Avoidance
 - Masculinity vs. Femininity
 - Long-Term vs. Short-Term Orientation
- How these dimensions can affect workplace behaviour and expectations
- Brief examples of cultural differences in:
 - Communication styles (direct vs. indirect)
 - Decision-making processes
 - Attitudes towards hierarchy and authority
 - Time management and punctuality
- Discussion: Participants share experiences of cultural misunderstandings they've encountered

2. Effective cross-cultural communication strategies (25 minutes)

- Active listening techniques for cross-cultural contexts
- Non-verbal communication awareness:
 - Importance of gestures, facial expressions, and personal space
 - How these can vary across cultures
- Adapting communication style:
 - Being clear and concise
 - Avoiding idioms and colloquialisms
 - Checking for understanding
- Using simple language without being condescending
- Importance of patience and repetition
- Strategies for overcoming language barriers:
 - Working with interpreters effectively
 - Using visual aids and demonstrations
- Practical exercise: Participants practice explaining a simple work procedure using only non-verbal communication

3. Recognizing and addressing unconscious bias (15 minutes)

- Definition and examples of unconscious bias
- Common biases affecting refugee integration:



- Affinity bias
- Confirmation bias
- Stereotype threat
- Strategies for recognizing personal biases
- Techniques for mitigating bias in decision-making:
 - Structured interviews
 - Blind resume screening
 - Diverse hiring panels
- Brief self-reflection exercise: Participants identify potential biases they may hold

4. Basics of trauma-informed support (20 minutes)

- Understanding trauma and its effects on behaviour and cognition
- Common experiences of refugees that may lead to trauma:
 - Violence and persecution
 - Loss of home and community
 - Dangerous journeys
 - Uncertainty and prolonged waiting periods
- Signs of trauma in the workplace:
 - Difficulty concentrating
 - Emotional reactivity
 - Withdrawal or avoidance
- When and how to refer to professional mental health support

5. Interactive exercise: Cross-cultural communication role-play (10 minutes)

- Participants pair up and are given scenarios involving cultural misunderstandings in a workplace setting
- They role-play the scenario, practicing the communication strategies discussed
- Brief group debrief to share insights and challenges encountered



III. Labor Market Integration (2 hours)

1. Quick overview of local labor market needs assessment (20 minutes)

- Importance of understanding local labor market dynamics
- Methods for gathering labor market information:
 - Analyzing job postings and recruitment trends
 - Conducting surveys with local businesses
 - Utilizing government labor market reports
 - Engaging with industry associations
- Key indicators to focus on:
 - High-demand sectors and occupations
 - Skills shortages and gaps
 - Emerging industries and future job trends
- Brief discussion: Participants share insights about their local labor markets

2. Methods for matching refugee skills with market demands (30 minutes)

- Techniques for comprehensive skills assessment:
 - Structured interviews
 - Skills audits and self-assessment tools
 - Practical skills demonstrations
 - Recognition of prior learning (RPL) processes
- Identifying transferable skills:
 - Soft skills (e.g., adaptability, resilience, multilingualism)
 - Technical skills that can apply across industries
- Creating skills profiles for refugees:
 - Standardized format for easy comparison with job requirements
 - Highlighting unique strengths and experiences
- Tools for skills-job matching:
 - Digital platforms and databases
 - AI-powered matching algorithms (pros and cons)
 - Manual matching techniques for smaller-scale operations
- Case study: Successful skills matching program from another region

3. Identifying and addressing common barriers to refugee employment (30 minutes)

- Legal and administrative barriers:
 - Work permit restrictions
 - Qualification recognition processes
- Language barriers:
 - Importance of language for job performance and integration



- Strategies for language support (e.g., workplace language courses, tandem learning)
- Cultural barriers:
 - Differences in work culture and expectations
 - Addressing employer concerns and misconceptions
- Lack of local work experience:
 - Importance of internships, apprenticeships, and volunteer opportunities
 - Job shadowing and work trial programs
- Limited professional networks:
 - Networking events and mentorship programs
 - Utilizing chamber networks to create connections
- Discrimination and bias:
 - Legal protections against discrimination
 - Diversity and inclusion training for employers
- Group activity: Brainstorming solutions to specific barriers

4. Skills assessment techniques: recognizing formal, non-formal, and informal skills (20 minutes)

- Defining and differentiating between formal, non-formal, and informal skills
- Techniques for assessing formal qualifications:
 - Understanding international qualification frameworks
 - Working with credential evaluation services
- Methods for recognizing non-formal learning:
 - Assessing certificates from non-accredited training programs
 - Evaluating on-the-job training and work experience
- Strategies for identifying informal skills:
 - Competency-based interviews
 - Portfolio assessments
 - Skills demonstration tasks
- The importance of soft skills assessment:
 - Cultural competence
 - Adaptability and resilience
 - Problem-solving and critical thinking
- Brief exercise: Participants practice identifying informal skills from a sample refugee profile

5. Group discussion: strategies for bridging skills gaps (20 minutes)

- Identifying common skills gaps for refugees in the local job market
- Exploring upskilling and reskilling options:
 - Short-term vocational training programs
 - Online learning platforms and MOOCs
 - Industry-specific certifications
- Developing bridging programs:
 - Combining language learning with technical skills training



- Creating pathways from entry-level to skilled positions
- Engaging employers in skills development:
 - On-the-job training programs
 - Apprenticeship models
 - Mentoring schemes
- Funding options for skills development initiatives
- Group activity: Designing a mini skills bridging program for a specific sector



IV. Networking and Partnerships (1.5 hours)

1. Mapping key stakeholders in refugee integration (20 minutes)

- Types of stakeholders to consider:
 - Government agencies (e.g., employment services, migration offices)
 - NGOs and refugee support organizations
 - Educational institutions (universities, vocational schools)
 - Employers and industry associations
 - Refugee communities and diaspora organizations
- Creating a stakeholder map:
 - Identifying primary and secondary stakeholders
 - Assessing their roles, interests, and influence
 - Recognizing potential synergies and conflicts
- Exercise: Participants create a basic stakeholder map for their local context
- Discussion on gaps in the current stakeholder network and potential new partnerships

2. Techniques for building effective partnerships with NGOs and support organizations (25 minutes)

- Identifying complementary strengths and resources
- Establishing clear communication channels:
 - Regular meetings and updates
 - Shared databases or information systems
 - Designated contact persons
- Developing formal partnership agreements:
 - Memorandums of Understanding (MOUs)
 - Defining roles, responsibilities, and expectations
 - Setting shared goals and KPIs
- Collaborative project planning:
 - Joint needs assessments
 - Co-design of integration initiatives
 - Shared resource allocation
- Overcoming common challenges in partnerships:
 - Aligning different organizational cultures
 - Managing competing priorities
 - Ensuring sustainable collaboration beyond initial enthusiasm
- Case study: Successful chamber-NGO partnership in refugee employment
- Group discussion: Identifying potential NGO partners and collaboration opportunities



3. Strategies for engaging member companies in refugee employment (25 minutes)

- Making the business case for hiring refugees:
 - Addressing skills shortages
 - Enhancing workplace diversity
 - Corporate social responsibility benefits
- Overcoming common employer concerns:
 - Legal complexities
 - Language barriers
 - Cultural differences
 - Uncertainty about qualifications
- Creating incentives for member companies:
 - Recognition programs for refugee-friendly employers
 - Facilitating access to government incentives or subsidies
 - Offering support services (e.g., cultural mediation, language support)
- Developing a refugee employment pledge or charter
- Organizing awareness-raising events:
 - Information sessions on hiring refugees
 - Meet-and-greet events with refugee job seekers
 - Success story showcases
- Providing ongoing support to employers:
 - Hotline for queries related to refugee employment
 - Regular check-ins and troubleshooting
 - Facilitating peer learning among employers
- Role-play exercise: Pitching refugee employment to a skeptical employer

4. Creating a support network: mentorship programs and peer support (20 minutes)

- Designing an effective mentorship program:
 - Defining goals and scope
 - Recruiting and screening mentors
 - Matching mentors with refugee mentees
 - Training mentors on cultural sensitivity and expectations
 - Structuring the mentorship (duration, frequency of meetings, etc.)
 - Monitoring and evaluating mentorship outcomes
- Facilitating peer support among refugees:
 - Creating networking opportunities for refugees
 - Organizing skill-sharing workshops led by refugees
 - Establishing refugee advisory groups to inform chamber initiatives
- Leveraging technology for networking:
 - Online platforms for mentorship matching
 - Virtual networking events
 - Social media groups for information sharing
- Measuring the impact of networking initiatives:



- Tracking job placements resulting from networking
- Gathering feedback from participants
- Assessing improvements in social capital
- Group brainstorming: Innovative ideas for building refugee support networks



V. Practical Support Skills (1 hour)

1. Resume building tailored for refugees: key elements and cultural considerations (20 minutes)
 - Understanding cultural differences in resume expectations:
 - Variations in format and content across countries
 - Addressing gaps in employment history due to displacement
 - Key elements of an effective refugee resume:
 - Clear and concise personal statement or objective
 - Focus on transferable skills and competencies
 - Highlighting multilingual abilities
 - Explaining foreign qualifications and experiences
 - Strategies for presenting non-traditional experiences:
 - Volunteer work and community involvement
 - Informal work or entrepreneurship in refugee camps
 - Skills developed during the migration journey
 - Addressing potential red flags:
 - Explaining gaps in employment or education
 - Dealing with lack of local work experience
 - Tailoring resumes to specific job applications:
 - Identifying and emphasizing relevant skills
 - Using keywords from job descriptions
 - Practical exercise: Participants review a sample refugee resume and suggest improvements

2. Job application assistance: navigating online platforms and local job markets (15 minutes)
 - Overview of popular job search platforms:
 - General job boards vs. refugee-specific platforms
 - Industry-specific job sites
 - Company career pages
 - Techniques for effective online job searching:
 - Using advanced search features
 - Setting up job alerts
 - Following companies of interest on social media
 - Understanding the hidden job market:
 - Networking strategies for uncovering unadvertised positions
 - Utilizing chamber of commerce connections
 - Crafting effective cover letters:
 - Adapting to local expectations and formats
 - Addressing potential employer concerns proactively
 - Navigating online application systems:
 - Creating user-friendly profiles
 - Uploading documents in correct formats



- Following up on applications
- Brief demonstration: Walkthrough of a typical online job application process

3. Interview preparation: cultural aspects and common challenges (15 minutes)

- Understanding cultural differences in interview expectations:
 - Communication styles (direct vs. indirect)
 - Body language and eye contact
 - Attitudes towards self-promotion
- Preparing for common interview questions:
 - Explaining motivation for seeking work in the host country
 - Discussing strengths and weaknesses in a culturally appropriate way
 - Addressing gaps in employment or education
- Strategies for overcoming language barriers:
 - Practicing key phrases and industry-specific vocabulary
 - Techniques for asking for clarification politely
 - Using examples to illustrate points when lacking specific words
- Addressing potential employer concerns:
 - Demonstrating commitment to long-term employment
 - Explaining how past experiences relate to the job
 - Showing adaptability and willingness to learn
- Mock interview exercise: Participants practice responding to challenging questions

4. Quick tips for skills portfolio development (10 minutes)

- Purpose and benefits of a skills portfolio:
 - Providing tangible evidence of skills and experiences
 - Overcoming lack of formal qualifications or local work experience
- Key components of an effective skills portfolio:
 - Work samples (if applicable)
 - Certificates from training programs or online courses
 - References or testimonials (translated if necessary)
 - Photos or videos demonstrating practical skills
 - Personal projects or volunteer work documentation
- Digital vs. physical portfolios:
 - Pros and cons of each format
 - Tools for creating digital portfolios
- Tips for presenting the portfolio effectively:
 - Organizing content logically
 - Tailoring the portfolio to specific job applications
 - Preparing to discuss portfolio items in interviews
- Quick brainstorming: Participants list potential items for a refugee's skills portfolio



VI. Legal and Administrative Overview (1 hour)

1. Key points on work permits and visa regulations for refugees (20 minutes)
 - Overview of international refugee rights to work:
 - 1951 Refugee Convention provisions
 - Differences between asylum seekers and recognized refugees
 - For refugees from Ukraine of particular relevance “European Union Temporary Protection Directive” from 2022
 - National regulations on refugee employment:
 - Types of work permits available to refugees
 - Application processes and required documentation
 - Restrictions and conditions (e.g., sector-specific limitations)
 - Timelines for work authorization:
 - Waiting periods for asylum seekers
 - Duration of work permits for recognized refugees
 - Special provisions for vulnerable groups:
 - Unaccompanied minors
 - Victims of trafficking
 - Employer obligations when hiring refugees:
 - Verification of work authorization
 - Record-keeping requirements
 - Non-discrimination policies
 - Recent changes or upcoming reforms in work permit regulations
 - Brief case study: Navigating a complex work permit situation
2. Overview of social security access and rights for working refugees (15 minutes)
 - Eligibility for social security benefits:
 - Differences based on refugee status (asylum seeker vs. recognized refugee)
 - Minimum employment periods for benefit access
 - Types of benefits available:
 - Unemployment insurance
 - Health insurance
 - Pension contributions
 - Family benefits
 - Registration processes for social security:
 - Required documents
 - Responsible agencies
 - Online vs. in-person registration options
 - Portability of social security benefits:
 - Bilateral agreements with countries of origin
 - EU regulations on social security coordination (if applicable)



- Challenges in accessing benefits:
 - Language barriers
 - Lack of documentation
 - Complex bureaucratic processes
- Role of chambers in facilitating access to social security
- Quick quiz: Testing understanding of key social security concepts

3. Q&A session on legal and administrative issues (10 minutes)

- Open floor for participants to ask specific questions
- Addressing common misconceptions or confusing points
- Discussing challenging scenarios encountered by participants
- Identifying areas where further information or training might be needed



VII. Employer Education (1 hour)

1. Addressing common concerns and misconceptions about hiring refugees (20 minutes)

- Legal concerns:
 - Myth: "It's illegal to hire refugees"
 - Reality: Explaining legal rights of refugees to work
 - Clarifying employer obligations and protections
- Qualification and skill concerns:
 - Myth: "Refugees lack relevant skills or qualifications"
 - Reality: Highlighting diverse skill sets and experiences
 - Explaining processes for skill assessment and qualification recognition
- Language barriers:
 - Myth: "Language issues make refugees unemployable"
 - Reality: Discussing language support options and benefits of multilingualism
 - Sharing success stories of overcoming language barriers
- Cultural fit concerns:
 - Myth: "Refugees won't fit into our workplace culture"
 - Reality: Benefits of diversity and strategies for inclusive workplaces
 - Addressing unconscious bias in hiring processes
- Stability and commitment concerns:
 - Myth: "Refugees will leave as soon as they can return home"
 - Reality: Explaining refugee motivations for long-term integration
 - Discussing retention rates and commitment of refugee employees
- Administrative burden:
 - Myth: "Hiring refugees involves too much paperwork"
 - Reality: Outlining support services available to simplify the process
 - Comparing administrative requirements to other international hires
- Interactive element: "Myth-busting" quiz for participants

2. Benefits of hiring refugees: diversity, skills, motivation (15 minutes)

- Addressing skills shortages:
 - Tapping into a diverse talent pool
 - Filling hard-to-recruit positions
 - Bringing in unique skills and perspectives
- Enhancing workplace diversity:
 - Improving creativity and problem-solving
 - Better representation of diverse customer bases
 - Fostering a more inclusive company culture
- High motivation and loyalty:
 - Strong work ethic and desire to integrate
 - Lower turnover rates among refugee employees
 - Personal investment in job success
- Language skills and cultural knowledge:



- Potential for expanding into new markets
- Improving communication with diverse clients
- Enhancing company's global competitiveness
- Innovation and adaptability:
 - Bringing fresh perspectives to established processes
 - Demonstrated resilience and adaptability
- Corporate Social Responsibility (CSR) benefits:
 - Enhancing company reputation
 - Meeting diversity and inclusion goals
 - Positive impact on employee morale and engagement
- Government incentives:
 - Tax benefits or subsidies for hiring refugees (if applicable)
 - Support for training and integration programs
- Case study: Success story of a local company benefiting from refugee hires

3. Quick guide to creating inclusive workplaces (15 minutes)

- Developing a diversity and inclusion policy:
 - Key elements to include
 - Implementation strategies
- Cultural sensitivity training for existing staff:
 - Awareness of cultural differences
 - Promoting respectful communication
- Adapting onboarding processes:
 - Buddy systems or mentorship programs
 - Translated materials and multilingual support
- Accommodating religious or cultural practices:
 - Prayer spaces
 - Flexible holiday policies
- Promoting inclusive communication:
 - Use of plain language
 - Providing language support when needed
- Creating opportunities for cultural exchange:
 - Diversity days or cultural celebrations
 - Employee resource groups
- Addressing discrimination or conflicts:
 - Clear reporting procedures
 - Fair conflict resolution processes
- Measuring and monitoring inclusion:
 - Employee surveys
 - Diversity metrics and reporting
- Group activity: Participants brainstorm inclusive workplace initiatives

4. Case study: successful refugee employment stories (10 minutes)

- Presentation of 2-3 brief case studies highlighting:



- Initial challenges faced
- Strategies employed for successful integration
- Positive outcomes for both refugee employees and employers
- Discussion of key success factors
- Lessons learned and best practices identified



VIII. Action Planning (2 hours)

1. SWOT analysis of current integration efforts (30 minutes)

- Brief introduction to SWOT analysis methodology (5 minutes)
- Individual SWOT analysis (10 minutes):
 - Strengths: What is working well in current refugee integration efforts?
 - Weaknesses: Where are the gaps or challenges in current programs?
 - Opportunities: What external factors could be leveraged to improve integration?
 - Threats: What external challenges could hinder integration efforts?
- Small group discussions to share and refine SWOT analyses (10 minutes)
- Plenary session to compile a collective SWOT analysis (5 minutes)

2. Setting SMART goals for individual staff and chambers (30 minutes)

- Introduction to SMART goal-setting framework (5 minutes):
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound
- Individual goal-setting exercise (15 minutes):
 - Participants draft 2-3 SMART goals for their role in refugee integration
 - Goals should address key areas identified in the SWOT analysis
- Peer review of goals in pairs (5 minutes)
- Group sharing of selected goals and refinement (5 minutes)

3. Developing a 6-month action plan: group activity (40 minutes)

- Divide participants into small groups (5 minutes)
- Each group develops a 6-month action plan addressing (20 minutes):
 - Key priorities based on SWOT analysis and SMART goals
 - Specific actions to be taken
 - Timelines for each action
 - Responsible persons or departments
 - Required resources
 - Potential partners or stakeholders to engage
 - Expected outcomes and how to measure them
- Groups should consider:
 - Quick wins to build momentum
 - Longer-term strategic initiatives
 - Potential challenges and mitigation strategies
- Action plan template provided to guide the process
- Groups prepare a brief presentation of their action plan (5 minutes)
- Plenary presentations of action plans (10 minutes)



4. Presentation and discussion of action plans (20 minutes)

- Each group presents their action plan (2-3 minutes per group)
- Brief Q&A and feedback after each presentation
- Facilitated discussion to identify:
 - Common themes across action plans
 - Innovative ideas that could be shared across chambers
 - Potential for collaboration between chambers
- Voting on top priorities for immediate action

PROSPER BSR

TRAINING

Bridging the Gap: Empowering Integration

- Equip Chambers of Commerce or Crafts staff with the knowledge and skills necessary to actively support the integration of Ukrainian refugees into their regional labor markets
- Identification of challenges
- Identification of tools
- Exchange of information

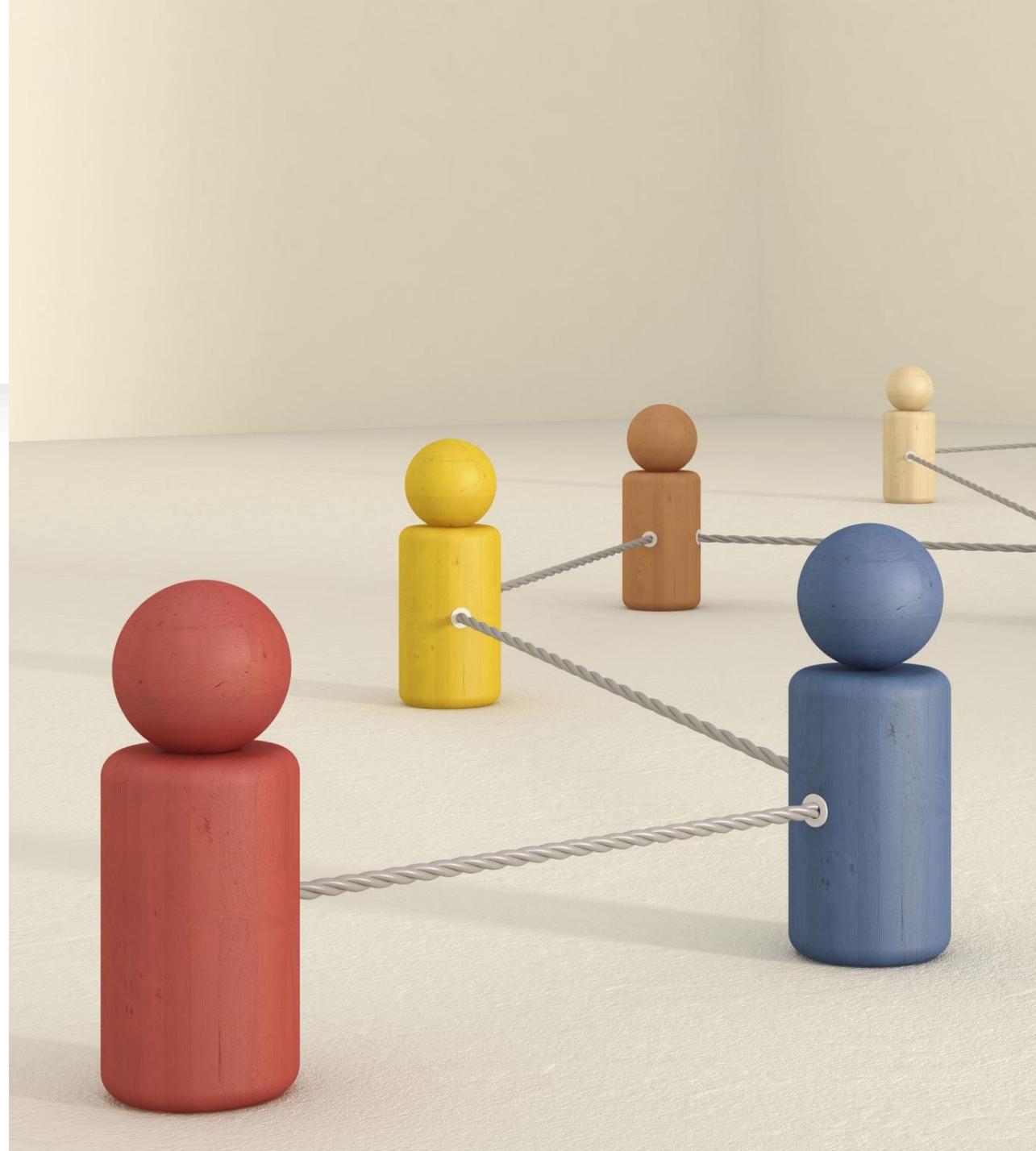
Integration makes sense

- Fills labor shortages - Refugees can help address demographic gaps and occupational shortages in aging European workforces.
- Boosts economic growth - Refugee participation expands the tax base and consumer spending power, stimulating growth.
- Promotes innovation - Refugees bring diverse perspectives and experiences that can spark new ideas and entrepreneurship.



Integration makes sense

- Strengthens communities - Integration builds inclusion and social cohesion, countering polarization.
- Upholds values - Providing opportunity aligns with humanitarian values and refugee rights.





Integration makes sense

- Leverages investment - Integration maximizes returns on upfront costs of resettlement and training.
- Reduces dependency - Employed refugees rely less on social assistance and become self-sufficient faster.
- Supports families - Work allows refugees to provide for household and family members.



Integration makes sense

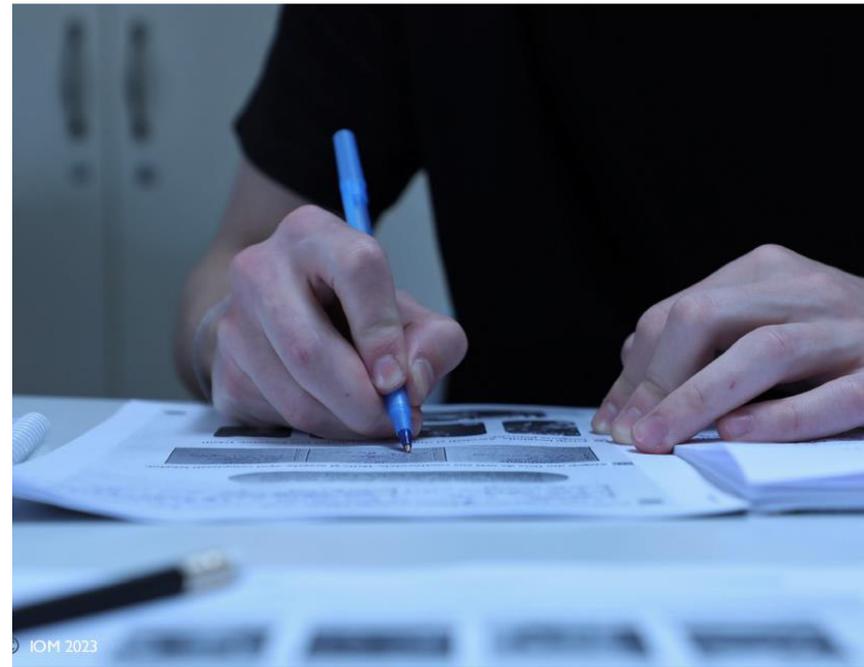
- Develops potential - Meaningful work enables refugees to regain self-worth, purpose and use their capabilities.
- Builds trust - Integration signals care for refugees and shared future, diminishing distrust.

Findings

<https://data2.unhcr.org/en/situations/ukraine>

Access to Labour Markets and Employment in Europe for Refugees from Ukraine

Data collected: January – March 2023



Belarus, Hungary, Poland, Republic of Moldova, Romania, Slovakia, Estonia, Latvia,
Lithuania, Bulgaria and Czechia

More than numbers

Refugees from Ukraine recorded in Europe ¹

5,828,000

Last updated 19 September 2023 - Source: UNHCR collation of statistics made available by the authorities

Refugees from Ukraine recorded beyond Europe ²

369,200

Last updated 19 August 2023 - Source: UNHCR collation of statistics made available by the authorities

Refugees from Ukraine recorded globally

6,197,200

Last updated 19 September 2023 - Source: UNHCR collation of statistics made available by the authorities

More than numbers...Status quo 15.09.23

Germany :

Latvia :

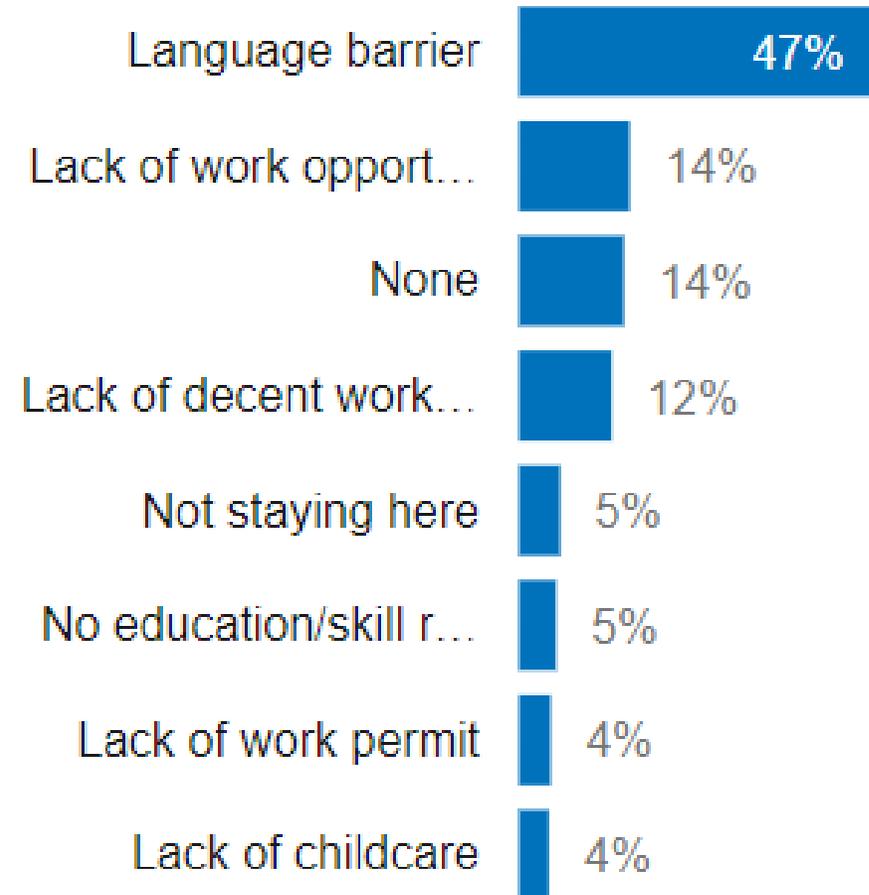
Lithuania:

Poland :

More than numbers

- <https://data2.unhcr.org/en/situations/ukraine>

Main reasons for unemployment*



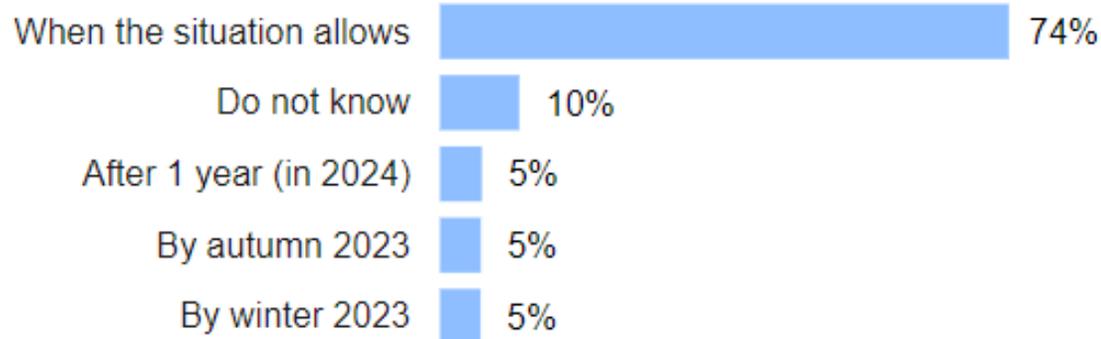
HOPE TO RETURN ONE DAY

Return timeline

5 %

of respondents have expressed their intention to return to Ukraine within specific timeline (see below)

Hoping to return one day - when**



NOT HOPING TO RETURN

Main reasons for not hoping to return one day*



* Multiple responses were possible, therefore the total percentage exceed 100%

** Due to rounding, percentage total may not sum up to 100%.

UN Ukraine Migration Report

High economic activity: refugees from Ukraine intending to stay in the country of displacement and being of working-age (18-64 years old) show a high level of economic activity on average (66%) which is only slightly lower than the activity rate they had in Ukraine before displacement (70%). Activity rates are comparable to those reported for the total resident population of the country of displacement

UN Ukraine Migration Report

- Most (65%) of those at working-age who are currently inactive (not in employment and not looking for a job) **have care duties for other family members** (e.g. children, older persons and persons with a disability), because they have a medical condition on their own or they are on maternity/paternity leave. The remaining are retirees (22%), students (11%) or do not specify (2%)
- **Among those active, more than half (62%) is in employment** (employed, self-employed, daily worker) while the remaining 38 per cent is unemployed and looking for a job. On average, unemployment rate is higher among women than among men (40% versus 30%).

UN Ukraine Migration Report

- Full or some knowledge of the official language of the host country is associated with higher shares of employment (71% versus 58% of those with no local language knowledge at all).
- Language is also by far the most common barrier when looking for a job, reported by three quarters of respondents in search of employment. Other barriers frequently mentioned are the lack of jobs in the area of residence (46%), difficult reconciliation of family duties and working arrangements (24%), health conditions (19%) and discrimination (16%). Among active population, respondents speaking the local language have employment rates 13 percentage points higher on average than those who do not (“language premium”).

UN Ukraine Migration Report

- The education level marks a difference in terms of type of occupation and sectors among those who have a job at the time of the interview, although it is not directly associated with higher or lower employment rate on average. Those with tertiary education were more frequently in a professional category (30%), working in services and sales (15%), in elementary occupations (15%) and as clerks (8%) while those with secondary education or lower reported to be in elementary occupations (30%), to work in services and sales (19%), as plant or machine operators (18%) or in crafts and related trades (9%).

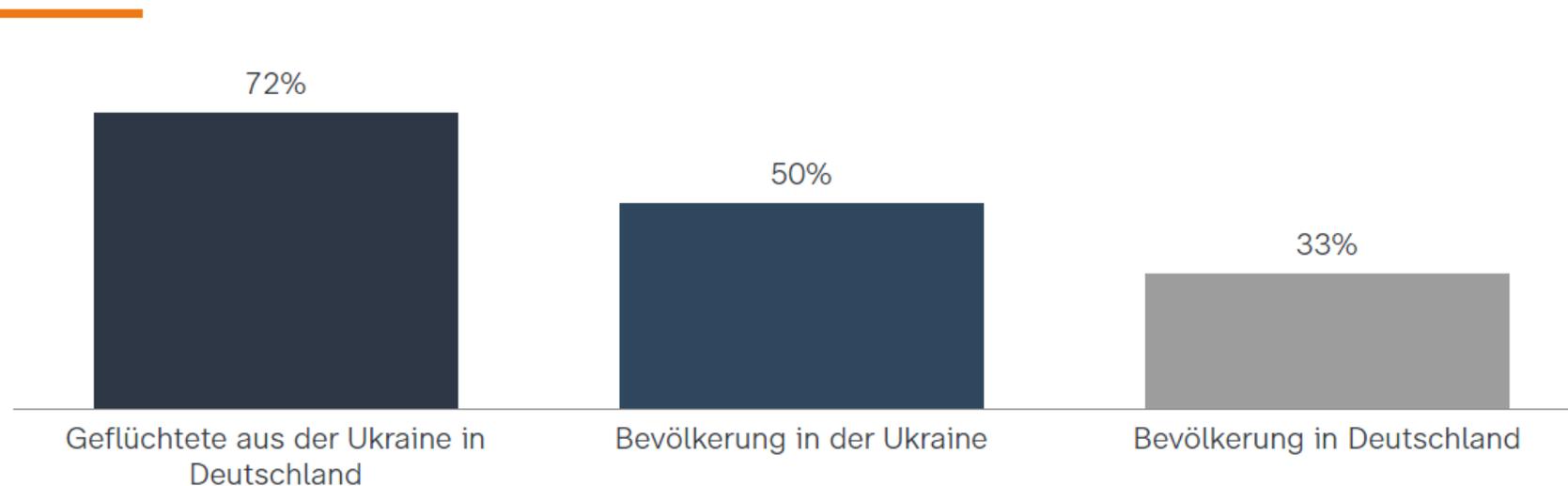
72 percent of all Ukrainians who have fled to Germany have a university degree, are above-average qualified

Refugees from
Ukraine

Population
Ukraine

Population
Germany

Anteil mit Hochschulabschluss

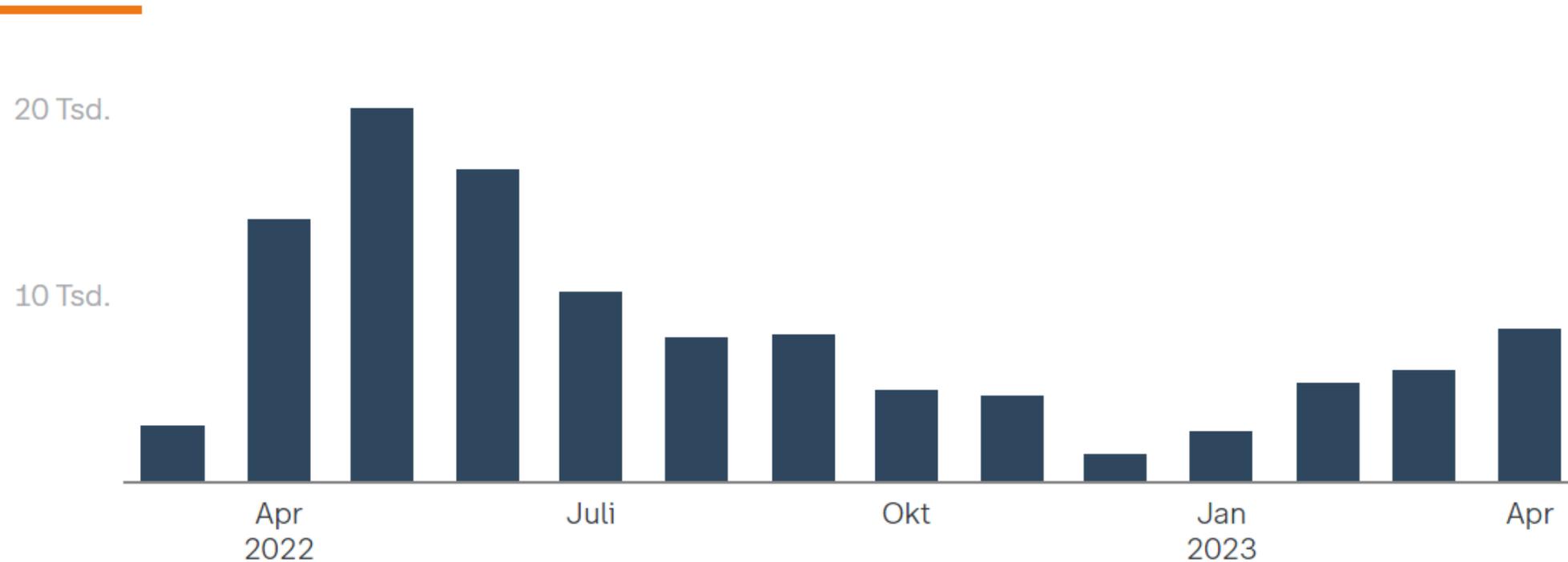


Besonderheit: Ein Teil der Qualifikationen, die in Deutschland im dualen Ausbildungssystem erworben werden, wird in der Ukraine an Hochschulen vermittelt.

Grafik: ZDFheute • Quelle: DIW

People from Ukraine who find a job per month

Menschen aus Ukraine, die pro Monat einen Job finden



Grafik: ZDFheute • Quelle: Bundesagentur für Arbeit

Refugees in Poland

Ukraine

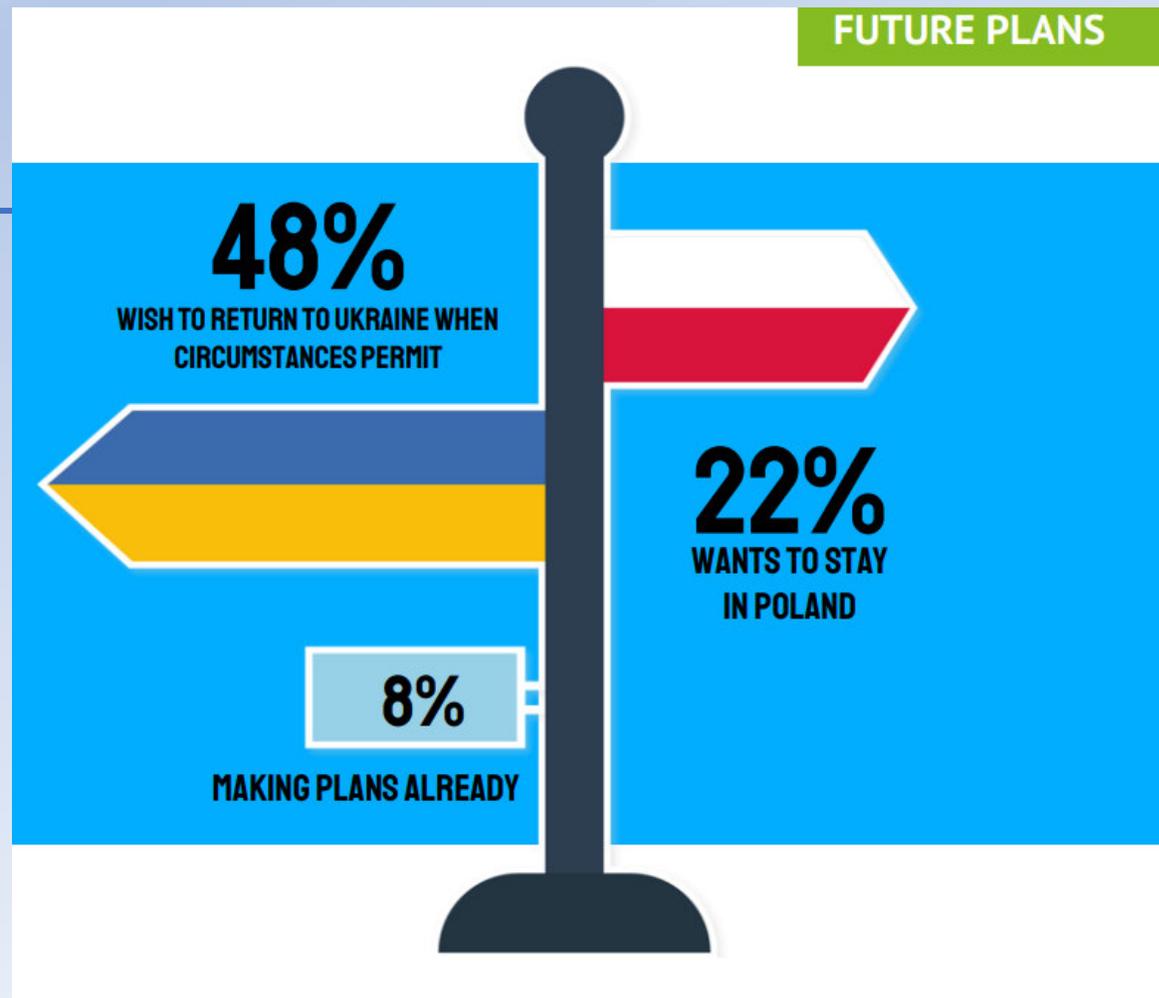
Refugee Pulse

Putting the voice of the Ukrainian refugee community at the centre of the discussion to help inform the response to this crisis by Polish national and local government, international organizations, NGOs and businesses.



- [https://www.socialprogress.org/static/5dc08a048deefc9e77d9131580555a46/ENGLISH Deloitte Refugee Pulse Report.pdf](https://www.socialprogress.org/static/5dc08a048deefc9e77d9131580555a46/ENGLISH_Deloitte_Refugee_Pulse_Report.pdf)

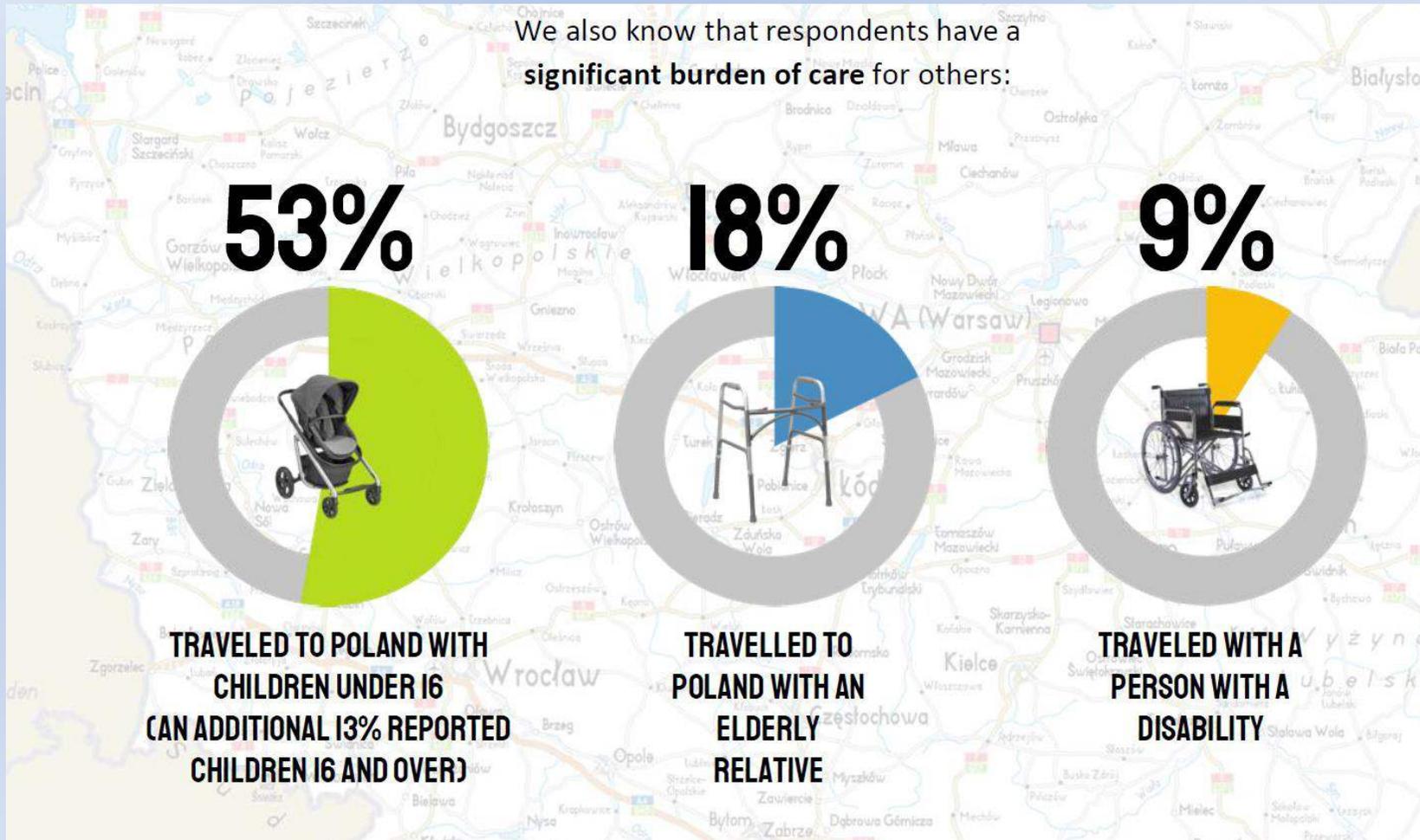
Refugees in Poland



- https://www.socialprogress.org/static/5dc08a048deefc9e77d9131580555a46/ENGLISH_Deloitte_Refugee_Pulse_Report.pdf

Refugees in Poland

We also know that respondents have a **significant burden of care** for others:



Refugees in Poland

Life is not easy for the Ukrainian refugee population:

28%

**ARE LOOKING FOR A JOB BUT
HAVE NOT FOUND ANYTHING YET**



19%

**HAVE FOUND WORK BUT OF A LOWER
STANDARD THAN IN UKRAINE**



17%

**WANT WORK BUT CANNOT SEEK
BECAUSE THEY LACK CHILDCARE**



19% ALREADY FOUND A JOB IN THEIR FIELD AND 9% TOLD US THEY ARE STILL LEARNING OR STUDYING



Many challenges....

...many solutions ?!

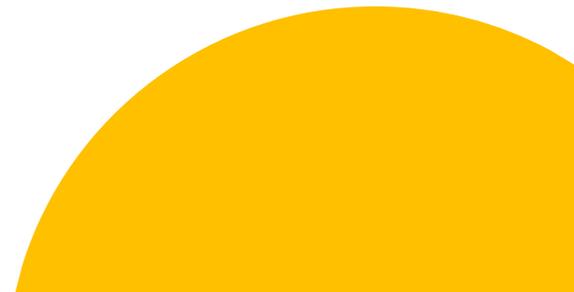
Exercise – Role Playing

- Employer , NGO, BSO like described in the handout
- Split up into small groups (LT,LV,PL)
- Prepare : Read the role, but do not share the details of your role up-front
- Keep feedback and interactions focused on the role-play scenario.
- Listen actively, avoid interrupting, and avoid derogatory or dismissive comments.
- Debriefing

Exercise – Role Playing



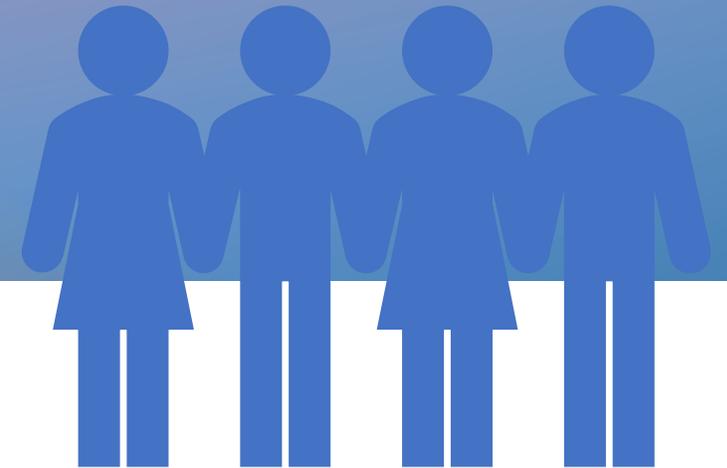
Feedback on role play



Session II

- *The needs of NGOs and employers in Poland, Latvia and Lithuania*
- *Skills Assessment*
- *How to match refugees with jobs that are a good fit for their skills and experience*
- *Possibilities and limits for BSOs.*

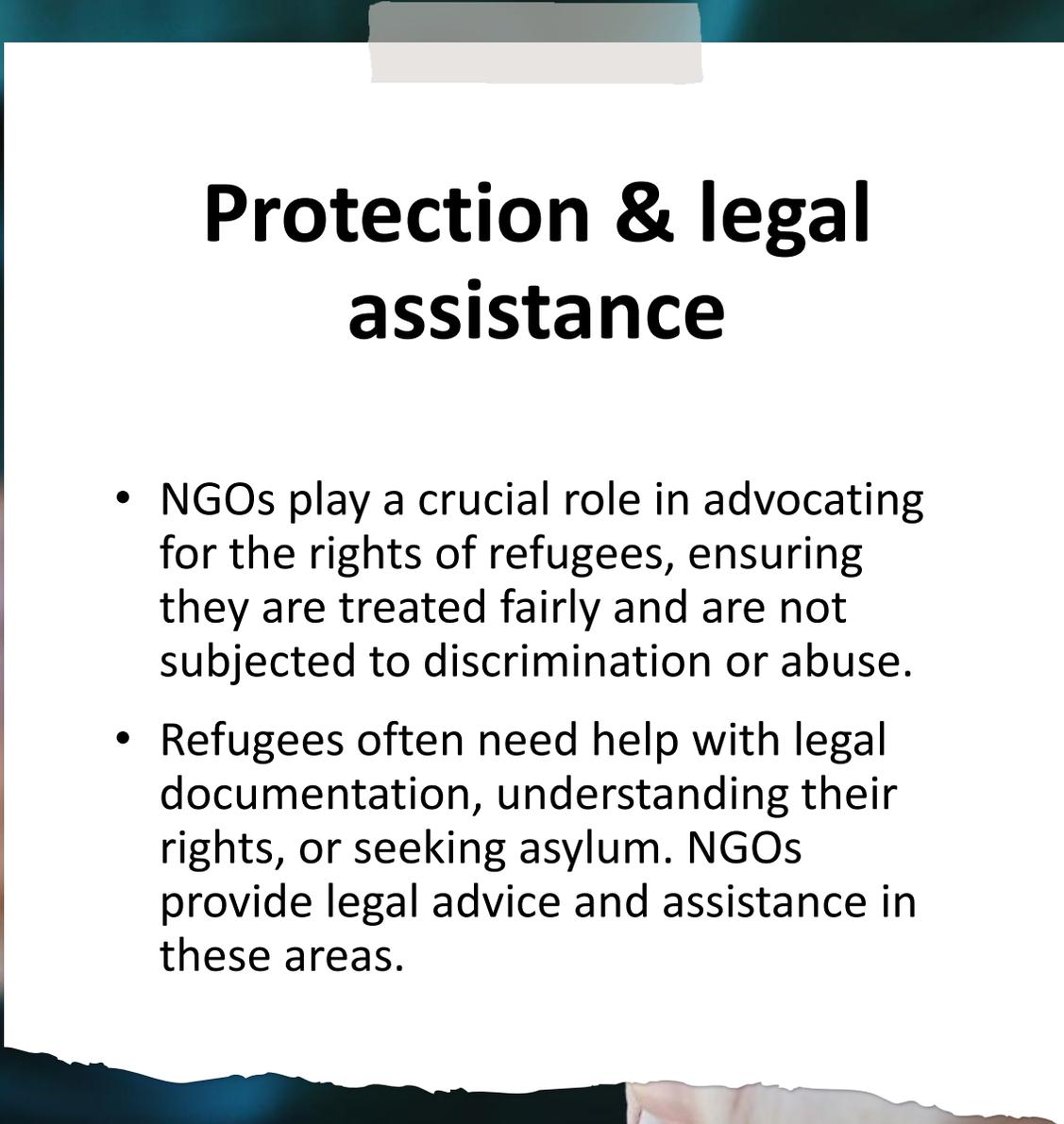
Role of NGOs working with refugees



Understanding NGOs is crucial for effective collaboration and designing initiatives that benefit both refugees and the local community.

Assessment and Identification

- NGOs often conduct assessments to identify the immediate needs of refugees, such as shelter, food, and medical care. They also identify skills, qualifications, and aspirations to help in their integration.



Protection & legal assistance

- NGOs play a crucial role in advocating for the rights of refugees, ensuring they are treated fairly and are not subjected to discrimination or abuse.
- Refugees often need help with legal documentation, understanding their rights, or seeking asylum. NGOs provide legal advice and assistance in these areas.

Cultural Integration

NGOs organize cultural exchange programs, workshops, and events to promote understanding between refugees and the local community.

Mental health: The trauma of fleeing one's home and adjusting to a new environment can be overwhelming. NGOs provide counseling and mental health support to help refugees cope.

Job Placement & Entrepreneurship:

NGOs often collaborate with local businesses to place refugees in jobs. They may also support entrepreneurial ventures by refugees.

NGOs benefit from partnerships with local businesses, government agencies, and other NGOs to maximize their impact.

Chambers are perfect mediators between employers and NGOs

World at Work

More than half of German companies report labour shortages

Reuters

January 12, 2023 9:08 AM GMT+1 · Updated 8 months ago



Employers need workforce

Talent Shortage



Talent Shortage 2023

04-2023

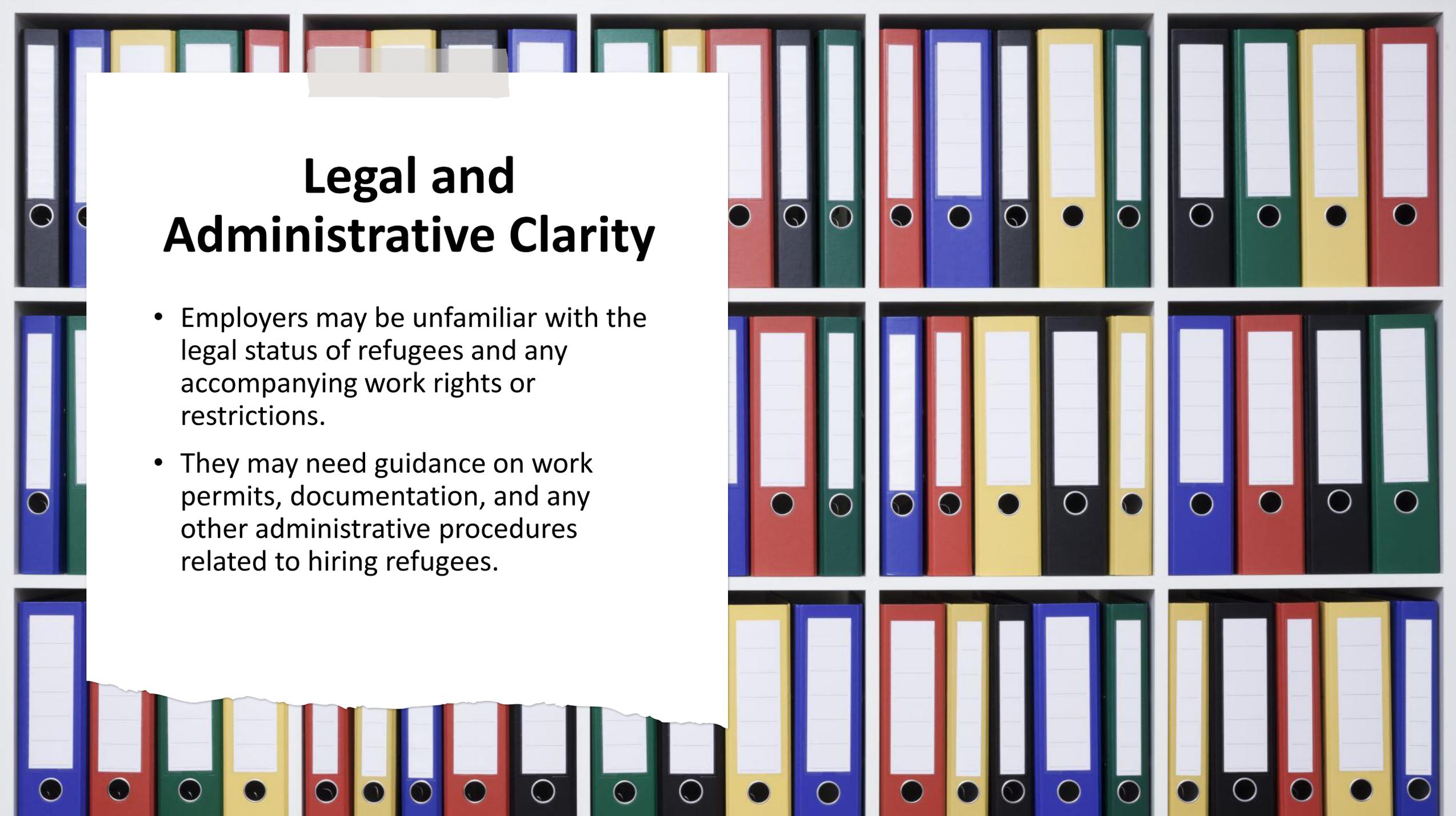
In Poland, 72% of employers says about a shortage of talent, globally it is 77% of companies. The communications services (83%) and IT & technology (75%) industries declare the biggest difficult in finding right job candidates. A major challenge for employers is to recruit talent with both the necessary competencies and soft skills.

[Talent Shortage 2023 - raport >>](#)



Why address employer needs ?

- Ensuring smoother refugee integration.
- Better integrated refugee will stay longer in company
- Creating an inclusive workplace.
- Benefiting from a diverse talent pool.

The background of the slide is a grid of colorful binder folders in shades of blue, red, yellow, green, and black, arranged in rows and columns. A white, torn-edge paper overlay is positioned on the left side, containing the title and list.

Legal and Administrative Clarity

- Employers may be unfamiliar with the legal status of refugees and any accompanying work rights or restrictions.
- They may need guidance on work permits, documentation, and any other administrative procedures related to hiring refugees.

Cultural and Social Integration

- Cultural sensitivity training.
- Addressing potential cultural differences.
- Fostering workplace inclusivity.



Language and Communication

- Addressing language barriers.
- Effective communication strategies.
- Promoting local language courses.





Financial Incentives and Support

- Discovering financial incentives.
- Understanding support programs.
- Maximizing benefits for hiring refugees.

Skills verification

- Evaluating qualifications and skills.
- Navigating missing or inaccessible certifications.
- Offering skill-based assessments.

Skills Assessment – Challenges

- Lack of documentation - Refugees often flee without professional certificates, diplomas, licenses, recommendation letters, etc. validating their background.
- Language barriers - Important details about past jobs and accomplishments can get lost in translation.
- Cultural differences - Refugee experiences may not cleanly map onto workplace norms in new countries. Job titles and descriptions may not align.

Skills Assessment – Challenges

- Interrupted careers - Persecution and instability often disrupt continuous employment. Patchy or outdated work histories can be misinterpreted.
- Lack of networks - Without professional contacts in their new country, validation of skills is more difficult.
- Bias - Employers may undervalue foreign work backgrounds, especially from developing countries. Stereotypes about refugees can also negatively influence assessment.

Skills Assessment – Challenges

- Trauma - Experiences of trauma and loss can impact how refugees represent themselves and their capabilities during assessment. Sensitivity is required.
- Time pressure - Fast employment is prioritized over in-depth skills analysis, leading to poor job matching.
- Limited assessment tools - Standardized tools may not flexibly capture non-traditional work histories or transferable strengths.



ASSESSMENT OF
COMMISSION
RECOMMENDATION
(EU) 2022/554 OF
5 APRIL 2022 ON
**THE RECOGNITION
OF QUALIFICATIONS
FOR PEOPLE FLEEING
RUSSIA'S INVASION
OF UKRAINE**

- The countries that have received the highest numbers of individuals fleeing Russia's invasion of Ukraine are Poland, Germany, and Czechia. Although these countries have received many recognition applications (e.g., Poland received over 5,000), the countries with the highest number of applications relative to the number of people under temporary protection are Hungary, Lithuania, and Latvia.
- Many applications for recognition are still pending (33%). For those requests that have been processed, the success rate of recognition decisions issued to people under temporary protection is high (92%). It is the same as the success rate of recognition decisions issued to EU nationals.
- Of the 4.6 million people registered under temporary protection, around 1 million are participating in the labour market ⁽¹⁾. If they wish to exercise a regulated profession, such as a doctor, nurse, dentist, architect, pharmacist, or teacher, they must have their professional qualifications recognised. For non-regulated professions, recognition is not necessary.
- The Recommendation sent a strong political signal to Member States to maximise their efforts in adjusting to the urgent needs of the situation. However, the implementation of the Recommendation varies significantly across Member States. Not all Member States have followed it and those who did, implemented specific elements rather than the whole Recommendation.

A 3D rendering of a puzzle with one red piece standing out among many white pieces. The puzzle pieces are arranged in a grid, and the red piece is positioned in the center-left area. The background is a light gray color.

Group work

- What do you consider the three main challenges for the integration of refugees in the job market in your country ?
- How can BSOs (Business support organisations) help to overcome these and promote the integration of refugees in the labour markets ?

I. Introduction and Context

Understanding Refugee Employment Integration



I. Introduction and Context: Overview



Navigating the Labyrinth: Challenges to Refugee Labor Market Integration



Legal Restrictions on Employment for Asylum Seekers

In many countries, legal restrictions are placed on the employment of asylum seekers, limiting their ability to work while their asylum claims are being processed. These restrictions can vary widely, ranging from temporary bans on employment to limitations on specific types of work.

These restrictions create a significant barrier to economic self-sufficiency and integration. They can also lead to financial hardship, psychological stress, and dependence on government assistance, hindering their long-term stability and well-being.



The Role of Employers



Employers play a crucial role in the successful labor market integration of refugees by adopting inclusive hiring practices, providing necessary training, and offering ongoing support to help refugees thrive in their jobs.

Navigating the Labyrinth: Challenges to Refugee Labor Market Integration

Language Barriers: A Gatekeeper to Opportunity

Language proficiency is often a prerequisite for successful job seeking and workplace integration. Refugees, frequently arriving with limited or no knowledge of the host country's language, face significant barriers to navigating the job search process, understanding workplace communication, and effectively communicating with colleagues and supervisors.

The impact of language barriers extends beyond job seeking. Lack of proficiency can limit access to job training, training, networking opportunities, and even basic services like healthcare and education. This can lead to feelings of isolation, frustration, and discouragement, further hindering integration efforts.

Qualification Recognition: Bridging the Gap Between Credentials and Skills

Equivalence assessments and validation of foreign educational and professional qualifications are crucial for refugees to leverage their prior experience and expertise in the new labor market. However, the process of having credentials recognized can be complex, time-consuming, and costly, often requiring extensive documentation and verification.

Challenges in qualification recognition stem from diverse educational systems, differing professional standards, and the lack of awareness among employers about foreign qualifications. This can result in refugees being underemployed or working in jobs below their skill level, undermining their economic contributions and potential.

Cultural Differences in Job Search and Workplace Norms

Cultural differences in job search practices, workplace communication, and social expectations can pose significant challenges for refugees. What may be considered standard protocol in one culture might be perceived differently in another, leading to misunderstandings and difficulties in adapting to the host country's workplace environment.

For instance, differences in interview styles, resume formats, and expectations regarding professional attire can hinder refugees from effectively showcasing their skills and qualifications to potential employers. Understanding and bridging these cultural gaps are essential for ensuring refugees' successful integration into the workforce.

Discrimination and Prejudice in Hiring Processes

Refugees often face discrimination and prejudice in hiring processes, based on their ethnicity, nationality, or refugee status. This discrimination can manifest in subtle ways, such as biased hiring practices, implicit assumptions about skills and qualifications, or outright rejection based on perceived cultural differences.

The consequences of discrimination can be significant, leading to joblessness, underemployment, and limited opportunities for career advancement. Addressing discrimination requires proactive efforts from employers, policymakers, and civil society organizations to promote diversity and inclusion in the workplace.



Lack of Local Work Experience Experience and Professional Professional Networks

Refugees often arrive with limited or no local work experience, making it challenging to compete with native-born job seekers. Furthermore, they may lack established professional networks, limiting their access to job leads and opportunities.

Building local work experience and developing professional connections can connections can take time and effort. Bridging this gap requires targeted targeted support and training programs that provide refugees with relevant relevant skills, industry-specific knowledge, and opportunities to establish establish professional networks.



Legal Restrictions on Employment for Asylum Seekers

In many countries, legal restrictions are placed on the employment of asylum seekers, limiting their ability to work while their asylum claims are being processed. These restrictions can vary widely, ranging from temporary bans on employment to limitations on specific types of work.

These restrictions create a significant barrier to economic self-sufficiency and sufficiency and integration. They can also lead to financial hardship, psychological stress, and dependence on government assistance, hindering their long-term stability and well-being.



Mental Health Challenges: The Invisible Burden of Trauma

Trauma and Displacement

Refugees often experience significant mental health challenges as a result of the trauma and displacement they have endured. These challenges can manifest in anxiety, depression, post-traumatic stress disorder (PTSD), and other mental health conditions.

Mental health issues can significantly impact refugees' ability to engage in job search, job search, cope with workplace stress, and build healthy relationships with colleagues. Providing access to mental health support services is essential for addressing these challenges and promoting their overall well-being.



Refugee Integration into Labor Labor Markets: Legal and Policy Policy Frameworks



The 1951 Refugee Convention: Right to Work

Overview

The 1951 Refugee Convention, a cornerstone of international refugee law, defines who is a refugee and outlines their rights. Article 24 specifically addresses the right to work, mandating that refugees receive the same treatment as nationals concerning labor protection and social security.

Provisions

The Convention requires contracting states to grant refugees lawfully lawfully staying in their territory the most favorable treatment accorded accorded to nationals of a foreign country in the same circumstances, circumstances, concerning the right to engage in wage-earning earning employment. This ensures refugees have access to job opportunities and fair labor conditions.



EU Directives on Asylum and Refugee Rights

1 Reception Conditions Directive

Sets minimum standards for the reception of asylum seekers in EU member states, including access to the labor market. It aims to ensure that asylum seekers have dignified living conditions and opportunities for early integration.

2 Qualification Directive

Establishes criteria for granting refugee status and subsidiary protection. Recognized refugees are entitled to the same rights as EU citizens in employment, education, education, and social welfare.

3 Asylum Procedures Directive

Outlines common procedures for granting and withdrawing international protection. Fair protection. Fair and efficient procedures are crucial for timely integration into the labor market.



The EU Temporary Protection Directive

Purpose

1

Activated in response to mass influxes of displaced persons, providing immediate and temporary protection. This directive allows beneficiaries to access employment, education, and social assistance quickly.

Implementation

3

Member states must implement the Directive in their national laws. The European Commission monitors the implementation and ensures that beneficiaries receive the rights to which they are entitled.

Rights

2

Under the Temporary Protection Directive, beneficiaries have the right to work in the host country, subject to certain conditions. This enables them to support themselves and contribute to the economy while awaiting more permanent solutions.

Live, work, travel in the EU

Migration and Home Affairs

Home | Who we are | Policies | Agencies | Networks | Funding | What's new

HOME > Policies > Migration and asylum > Common European Asylum System > Temporary protection

Temporary protection

Temporary protection is an exceptional measure to provide immediate and temporary protection in the event of a mass influx or imminent mass influx of displaced persons from non-EU countries who are unable to return to their country of origin. The 2001 [Temporary Protection Directive](#) provides a tool for the EU to address such situations.

It applies when the Council, on a proposal from the Commission, decides that there is a mass influx, in particular if entailing a risk that the standard asylum system is struggling to cope with demand stemming from the arrivals of displaced persons risking a negative impact on the efficient operation of the asylum system.

Activation of the Temporary Protection Directive

The Temporary Protection Directive, which was adopted following the conflicts in former Yugoslavia, was **triggered for the first time** by the Council in response to the unprecedented Russian invasion of Ukraine on 24 February 2022 to offer quick and effective assistance to **people fleeing the war in Ukraine**.

https://home-affairs.ec.europa.eu/policies/migration-and-asylum/common-european-asylum-system/temporary-protection_en

National Laws Governing Refugee Refugee Employment

1

Work Permits

Many countries require refugees to obtain work permits before they can be legally employed. The process and requirements vary significantly between nations, impacting refugees' access to jobs.

2

Restrictions

Some national laws impose restrictions on the types of jobs refugees can hold or the sectors they can work in. These limitations often stem from concerns about labor market competition or national security.

3

Rights

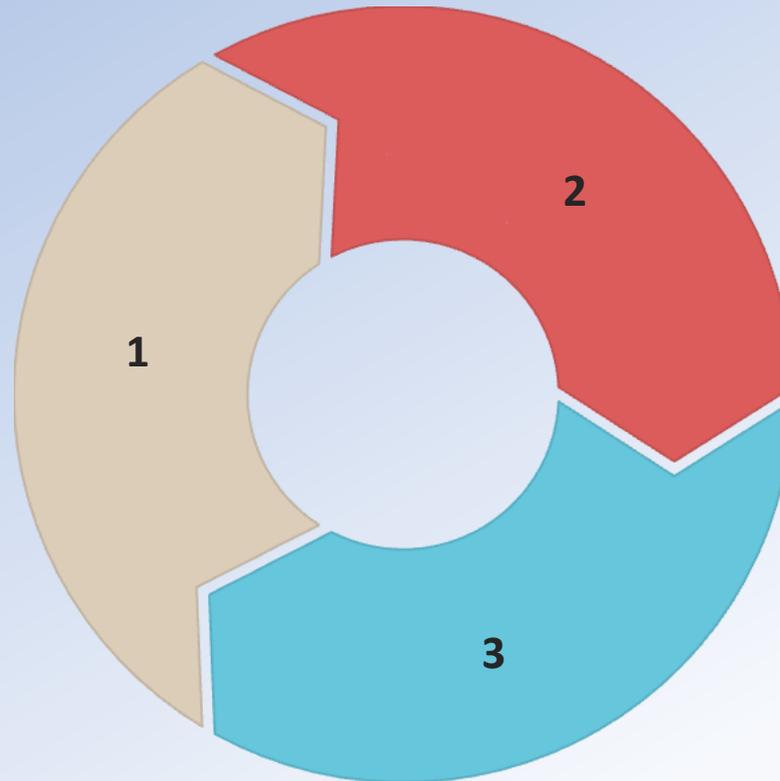
Despite restrictions, national laws also grant refugees specific rights in the workplace, such as the right to equal pay, safe working conditions, and access to labor unions.



Anti-Discrimination Laws Protecting Refugees

Equal Treatment

Anti-discrimination laws prohibit employers from discriminating against refugees based on their origin or refugee status. These laws aim to ensure equal opportunities in recruitment, hiring, and promotion.



Legal Recourse

Refugees who experience discrimination in the workplace have the right to file complaints and seek legal recourse. National human rights institutions and labor courts play a vital role in enforcing these protections.

Awareness

Raising awareness among employers and employees about anti-discrimination laws is crucial. Training programs and public campaigns can promote a more inclusive and equitable workplace.

The Role of Employers



Employers play a crucial role in the successful labor market integration of refugees by adopting inclusive hiring practices, providing necessary training, and offering ongoing support to help refugees thrive in their jobs.



Role of Business Support Organizations like Chambers of Commerce and Refugee Integration

The Chamber Advantage

Intermediary Role

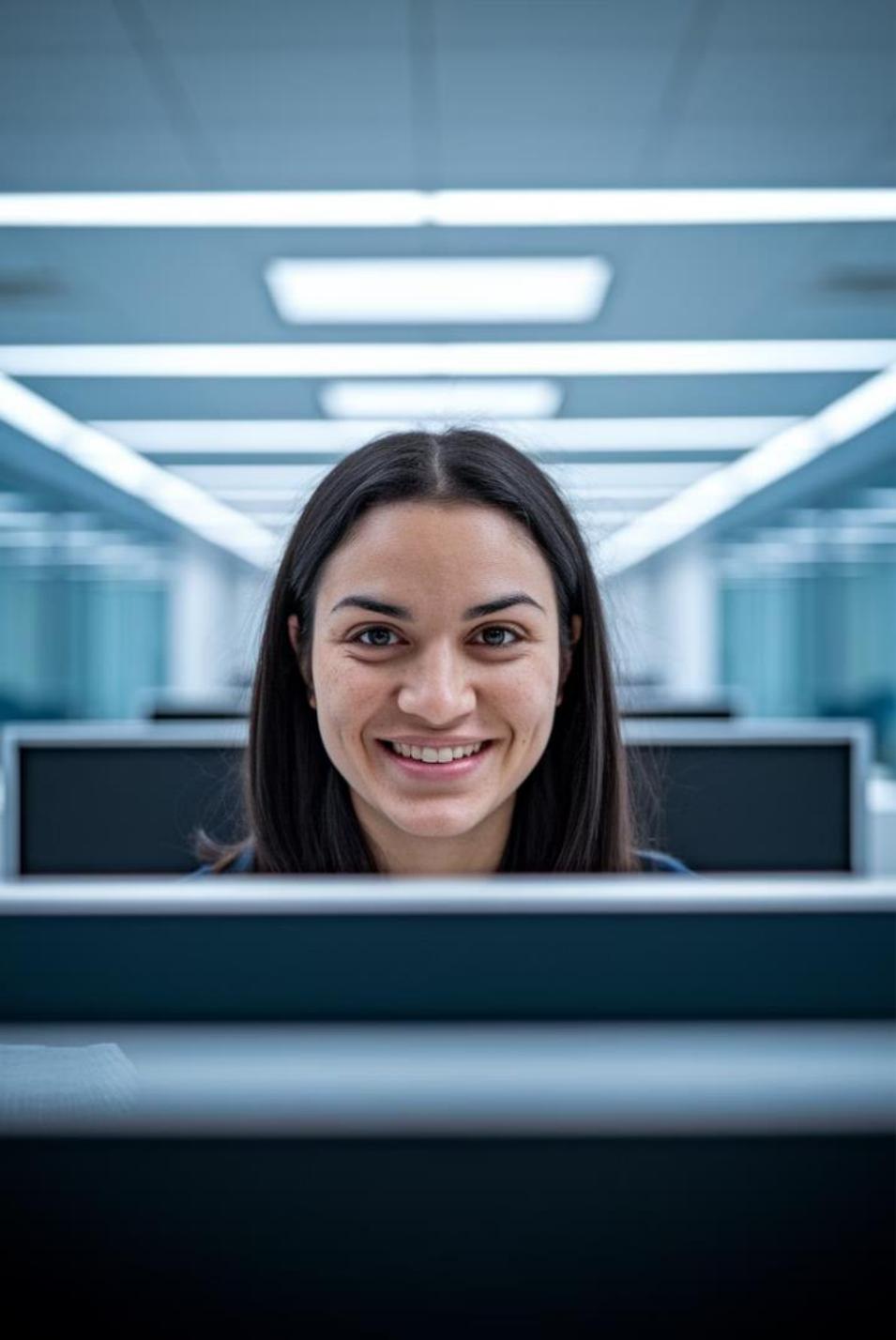
Chambers bridge businesses, government, government, and civil society. This unique position enables effective collaboration.

Network Access

Leveraging existing networks enhances integration efforts. Chambers connect refugees with opportunities.

Trusted Voice

Chambers advocate for refugee-friendly policies. They promote inclusive business practices.



Skills Matching and Placement



Assess refugee skills and experience. Match them with suitable job openings.



Facilitate job placement through chamber networks. Support employer onboarding processes.



Offer skills training and certification programs. Enhance refugee employability.



Business Mentorship Programs

Experienced Mentors

Connect refugees with business mentors. Provide guidance on entrepreneurship.

Start-up Support

Offer resources for starting and growing businesses. Foster economic self-sufficiency.

Networking Opportunities

Facilitate networking events and workshops. Build connections within the business community.



Advocacy for Inclusive Policies

Policies

1 Policy Recommendations

Advocate for policies that support refugee employment. Promote fair labor practices.

2 Awareness Campaigns

Raise awareness of refugee contributions to the economy. economy. Combat discrimination. discrimination.

3 Government Collaboration

Work with government agencies to streamline processes. Reduce barriers to barriers to employment.



Cultural Mediation Services

Cross-Cultural Training

Provide training to employers on refugee cultures. Foster understanding and respect.

1

Conflict Resolution

Mediate conflicts between employers and refugee employees. Promote harmonious work environments.

3

Communication Support

Offer language support and translation services. Bridge communication gaps.

2



Challenges and Opportunities

1

Resource Constraints

Limited funding and staff capacity. Explore partnerships and funding opportunities.

2

Employer Hesitancy

Address employer concerns through education. Highlight the benefits of hiring refugees.

3

Scalability

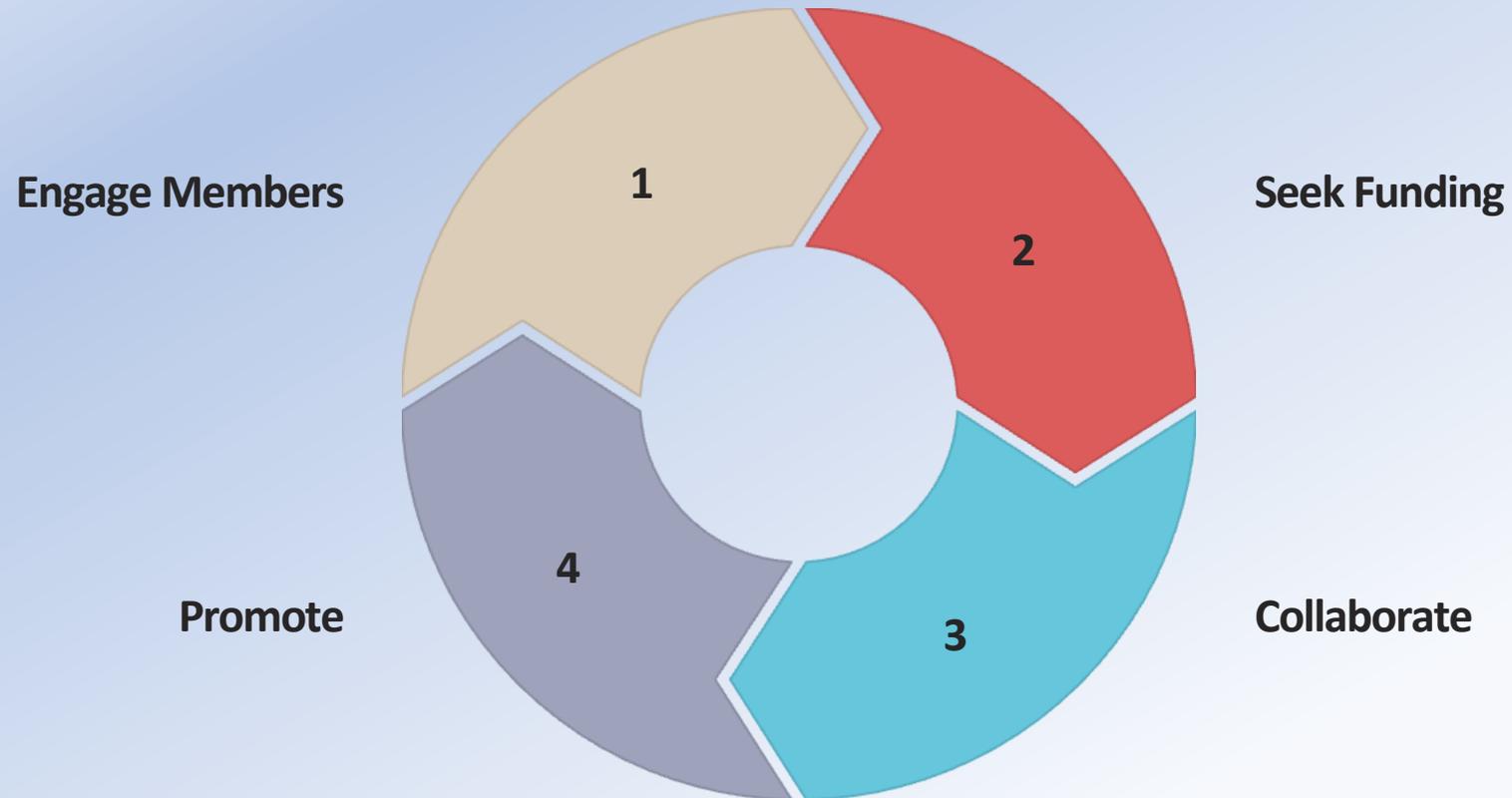
Develop scalable programs to reach more refugees. Leverage technology and technology and volunteer support.

4

Measuring Impact

Track program outcomes and impact. Demonstrate the value of chamber chamber initiatives.

Leveraging Networks and Resources



Engage chamber members in mentoring and job opportunities. Seek funding from government and philanthropic sources. Collaborate with refugee organizations and community groups. Promote success stories to inspire action.

Measuring Success can be motivating

50+

Jobs Placed

Track the number of refugees placed in jobs through chamber programs.

75%

Retention Rate

Monitor the retention rate of refugee employees after one year.





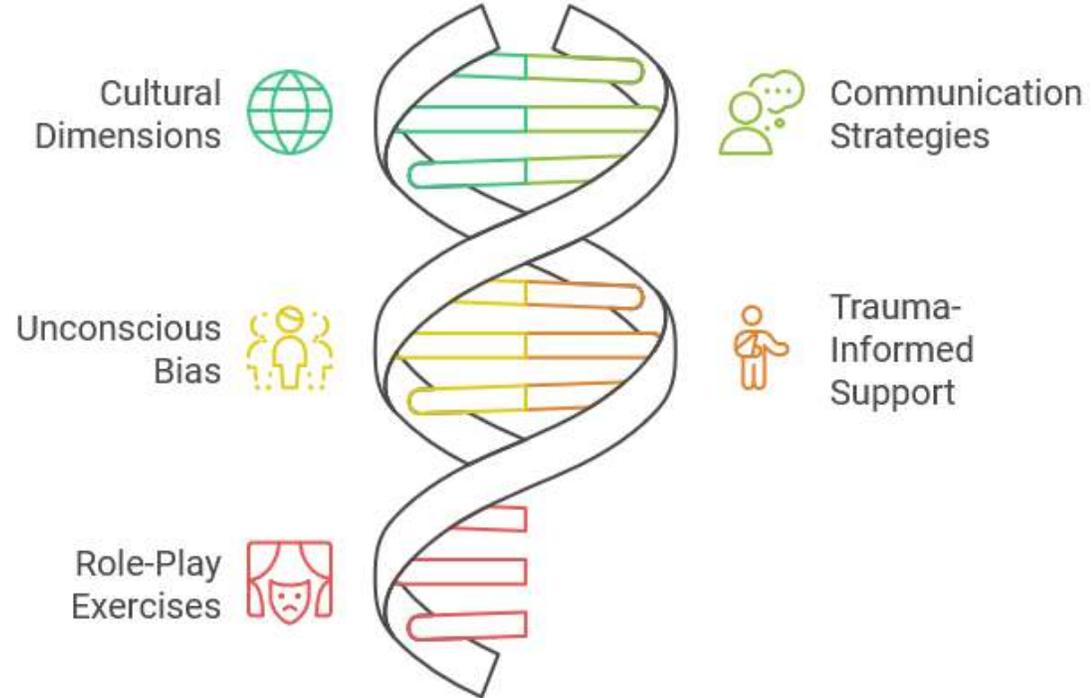
Group work

How can chambers leverage their existing networks and resources for refugee integration?

What do you need to setup your regional PROSPER BSR network ?

II. Cultural Competence and Communication

Enhancing Workplace Integration Through Cultural Awareness and Support



II. Cultural Competence and Communication



**Cultural Dimensions and Refugee
Refugee Workplace Integration
Integration**



**Bridging Worlds:
Mastering Cross-Cultural
Communication**



**Trauma-Informed Support for
Ukrainian Refugees**



Cultural Dimensions and Refugee Refugee Workplace Integration Integration



Geert Hofstede: A Pioneer in Cultural Studies

Gerard Hendrik (Geert) Hofstede (2 October 1928 – 12 February 2020) was a Dutch [social psychologist](#), [IBM](#) employee, and Professor Emeritus of Organizational Anthropology and International Management at [Maastricht University](#) in the Netherlands,^[1] well known for his pioneering research on [cross-cultural](#) groups and organizations.^[2]

He is best known for developing one of the earliest and most popular [frameworks for measuring cultural dimensions in a global perspective](#). Here he described national cultures along six dimensions: [Power Distance](#), [Individualism](#), [Uncertainty avoidance](#), [Masculinity](#), [Long Term Orientation](#), and [Indulgence vs. restraint](#). He was known for his books *Culture's Consequences* and *Cultures and Organizations: Software of the Mind*, co-authored with his son Gert Jan Hofstede.^{[3][4]} The latter book deals with organizational culture, which is a different structure from national culture, but also has measurable dimensions, and the same research methodology is used for both.

	Geert Hofstede
Born	Gerard Hendrik Hofstede 2 October 1928 Haarlem , Netherlands
Died	12 February 2020 (aged 91) Ede, Netherlands
Nationality	Dutch
	Scientific career
Fields	Social psychology , cross-cultural psychology , anthropology

Hofstede's cultural dimensions model is widely used.

He is renowned for his research on cross-cultural groups.

His work focused on national and organizational cultures.

https://en.wikipedia.org/wiki/Geert_Hofstede



Power Distance: Hierarchy and Equality



High Power Distance

Accepts hierarchical order. Superiors are respected.



Low Power Distance

Strives to equalize power. Seeks justification for inequalities.

Individualism vs. Collectivism: The "I" vs. the "We"



Individualism

Focus on personal achievement. Values individual rights.



Collectivism

Emphasis on group harmony. Values loyalty and cooperation.
cooperation.



Uncertainty Avoidance: Embracing or or Avoiding Risk

1 High Uncertainty Avoidance

Prefers structured environments. Avoids ambiguity.

2 Low Uncertainty Avoidance

Tolerates ambiguity. Open to new experiences.

Masculinity vs. Femininity: Achievement vs. Nurturing

Nurturing

Masculinity

Values achievement and competition. Clear gender roles.

Femininity

Values cooperation and quality of life. Gender roles are fluid.



Long-Term vs. Short-Term Orientation: Time Horizons

1

Long-Term

Focuses on future rewards. Values perseverance.

2

Short-Term

Values tradition and immediate results.



Workplace Behavior: Impact of Cultural Dimensions

Communication Styles

Vary across cultures. Direct vs. indirect communication.

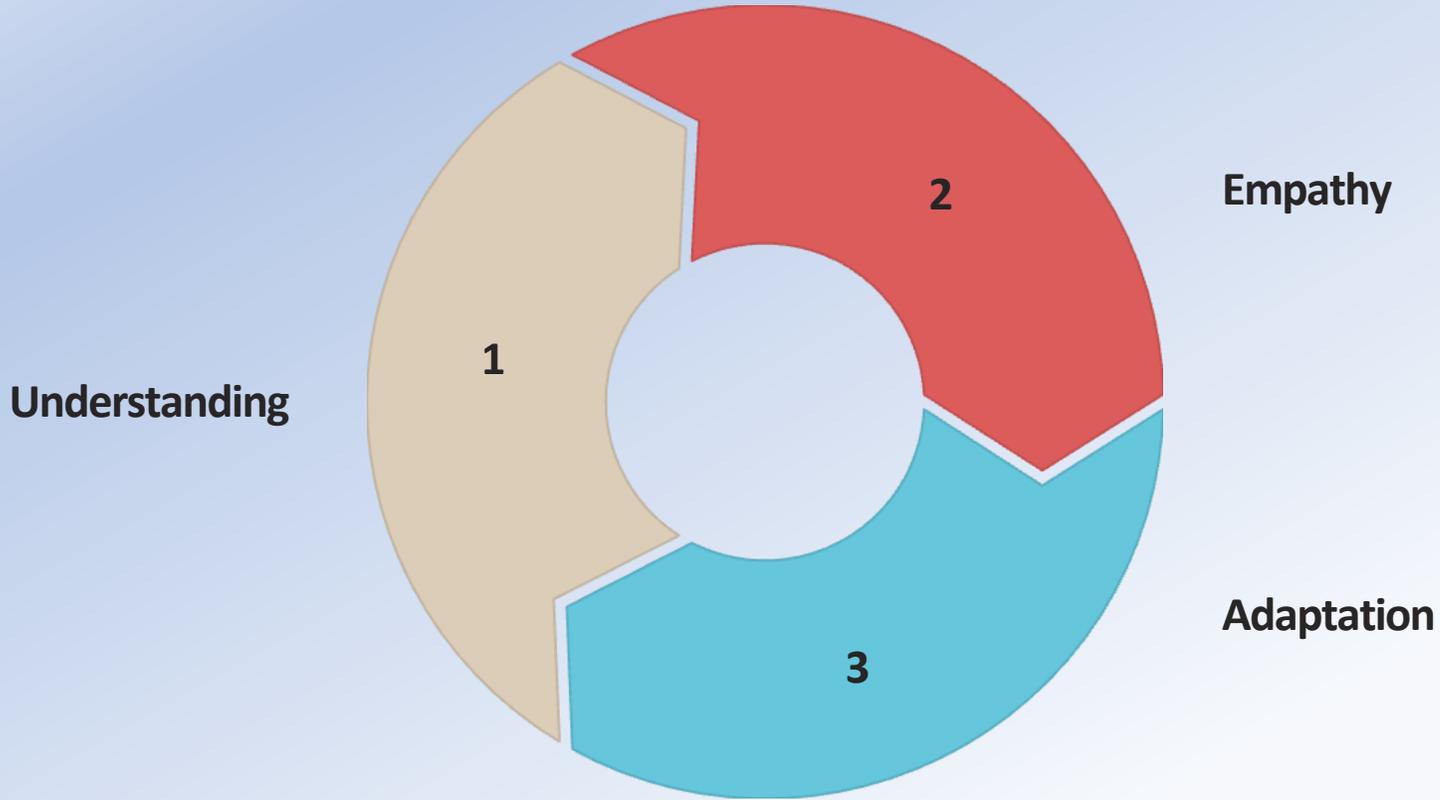
Decision-Making

Individual vs. group decisions. Speed of decision-making.

Conflict Resolution

Approaches to conflict differ. Harmony vs. confrontation.

Expectations: Bridging Cultural Gaps



Cultural awareness training promotes understanding and empathy. Adaptation is key to bridging cultural gaps and fostering inclusion.

Practical Implications for Refugee Integration

-  **Cultural Sensitivity**
-  **Inclusive Policies**
-  **Training Programs**

Foster cultural sensitivity. Implement inclusive workplace policies. Develop targeted training programs.

Bridging Worlds: Mastering Cross-Cultural Communication



Active Listening Across Cultures

Focus on Understanding

Truly hear what others say, even with accents. Pay attention to the speaker's perspective.

Show Empathy

Acknowledge emotions. Show you understand their feelings.



Decoding Non-Verbal Cues

1

Gestures

Be aware that gestures vary significantly.

2

Facial Expressions

Interpret emotions carefully as expressions differ.

3

Personal Space

Respect comfort zones and cultural norms.



Adapting Communication Style

Clarity is Key

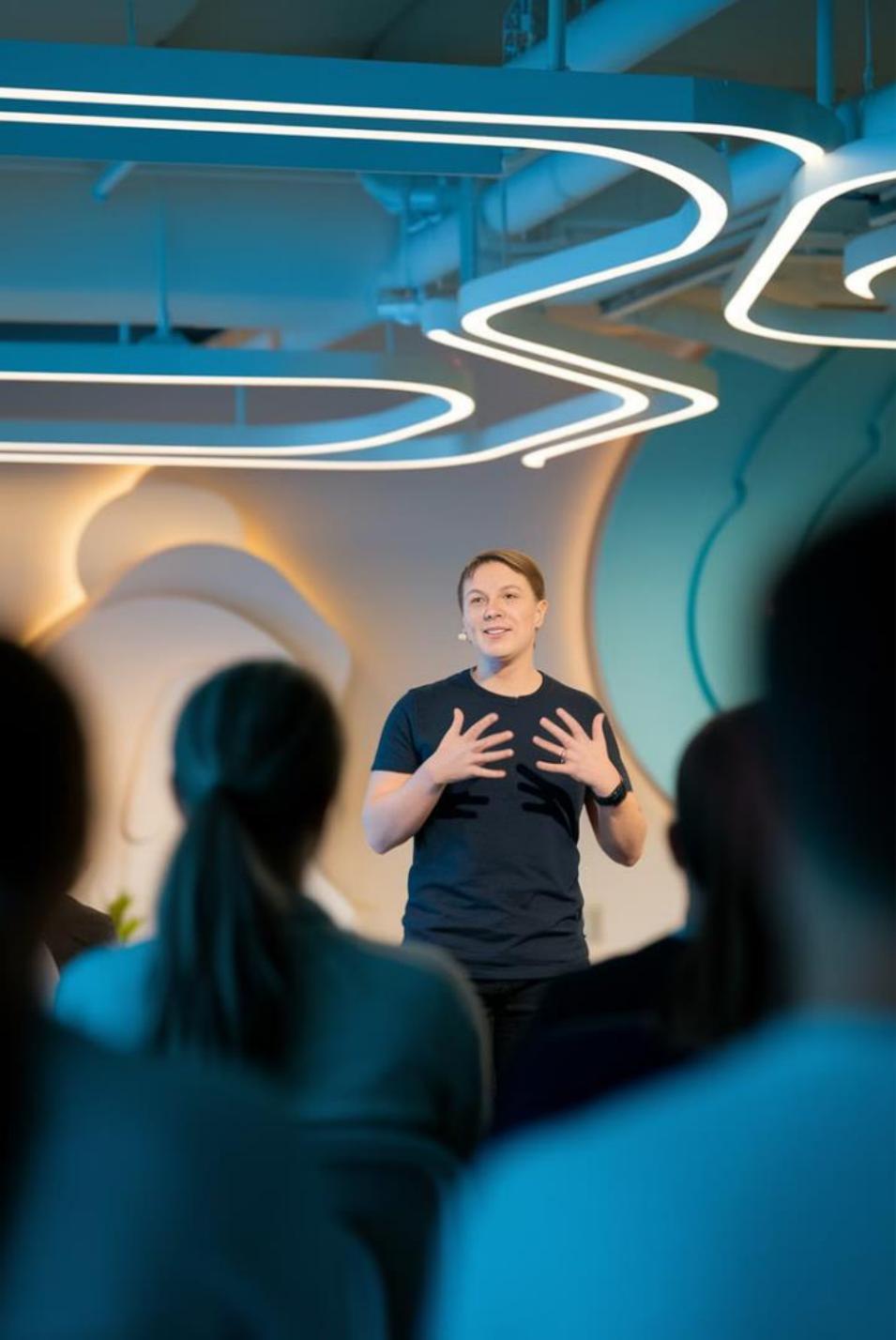
Speak clearly and concisely.
Articulate each word.

Avoid Idioms

Skip slang and colloquial expressions.
Use universally understood words.

Check Understanding

Confirm comprehension by asking questions. Pause to see if clarification is needed.



The Power of Simple Language

1

Choose Basic Words

Use common vocabulary. Avoid jargon.

2

Short Sentences

Keep sentences brief and to the point. This reduces complexity. complexity.

3

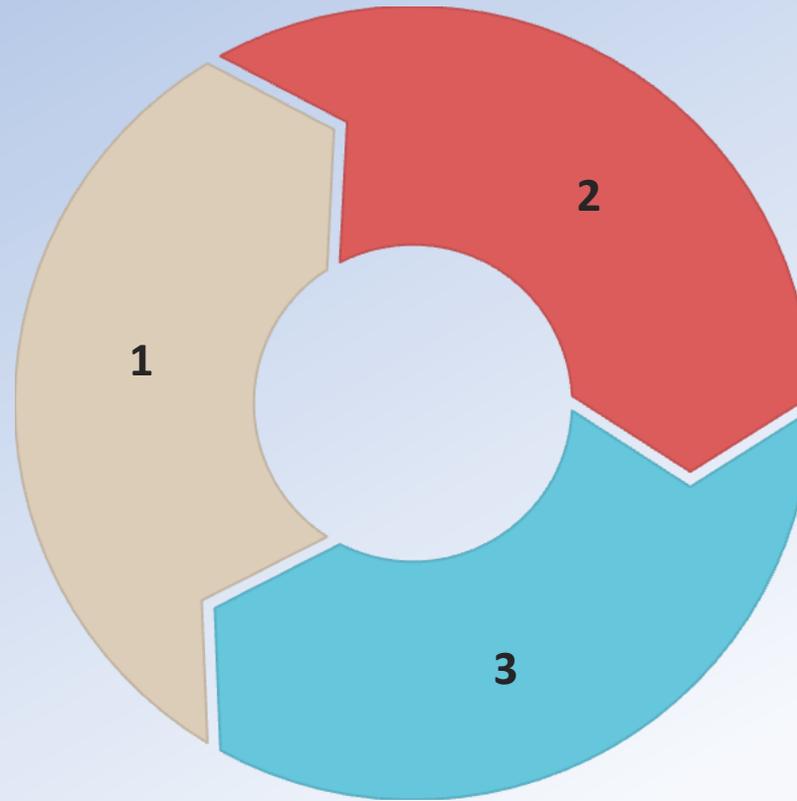
Enunciate Clearly

Speak slowly and distinctly. Avoid mumbling.

Patience and Repetition

Be Patient

Allow time for understanding. Cultural
Cultural nuances may cause delays.



Repeat as Needed

Reiterate important points. Use different
wording for clarification.

Avoid Frustration

Stay calm and understanding. Patience is a
sign of respect.

Overcoming Language Barriers: Interpreters

Professional Interpreters

Use trained interpreters. They're skilled in both languages and cultural nuances.

Briefing is Essential

Prepare interpreters beforehand. Share key points and context.

Using Visual Aids Effectively



Charts and Graphs

Use visuals to represent data. Simplify complex complex information.



Maps

Use maps to illustrate locations. Provide geographical context.



Photos

Use images to show examples. Make abstract abstract concepts more concrete.



Demonstrations and Modeling Modeling

1

Show, Don't Just Tell

Demonstrate tasks and procedures. Visual learning is powerful. powerful.

2

Provide Examples

Offer concrete examples. Help people understand expectations. expectations.

3

Model Behavior

Show the desired communication style. Lead by example.

Cross-Cultural Sensitivity

1 Research Cultures

Learn about different cultures.
Understand their values and
beliefs.

2 Avoid Assumptions

Don't make assumptions. Treat
everyone as an individual.
individual.

3 Show Respect

Respect cultural differences. Be open-minded and accepting.



Key Takeaways

Listen Actively

Focus on understanding. Show empathy.

Adapt Style

Be clear and concise. Avoid idioms.

Be Patient

Allow time for comprehension. Use repetition.





Next Steps



Practice Exercise

Apply these strategies in real situations. Gain situations. Gain practical experience.

Seek Feedback

Ask for input from others. Learn from your your interactions.

Continuous Learning

Stay informed about cultural differences. differences. Expand your knowledge.

Trauma-Informed Support for for Ukrainian Refugees



Understanding Trauma

Trauma impacts behavior and cognition. Understand these effects to better integrate refugees. Recognize the signs and triggers to provide effective support.

1 Behavioral Changes

Irritability and difficulty concentrating are common.

2 Cognitive Impairment

Memory and decision-making may be affected.

3 Emotional Reactivity

Unexpected emotional outbursts may occur.



Experiences of War Refugees

War refugees face unique challenges. These experiences often lead to trauma. Understanding these issues is key.

Violence and Persecution

Direct exposure to violence can be deeply traumatizing.

Loss of Home

Losing their homes and communities creates a sense of displacement.
displacement.



The Refugee Journey

The journey itself is a source of trauma. Many refugees face perilous conditions.

Dangerous Journeys

Traveling to safety often involves significant risks.

Uncertainty

Prolonged waiting periods and unclear futures add to the stress.



Signs of Trauma in the Workplace

Recognizing trauma signs is crucial for support. Be observant and empathetic to your colleagues.



Difficulty Concentrating

Tasks may take longer due to focus issues.



Emotional Reactivity

Increased sensitivity and strong reactions.



Withdrawal

Becoming socially isolated or avoiding interaction.

Additional Signs of Trauma

Trauma manifests in various ways. Look for these additional signs.

Memory Problems

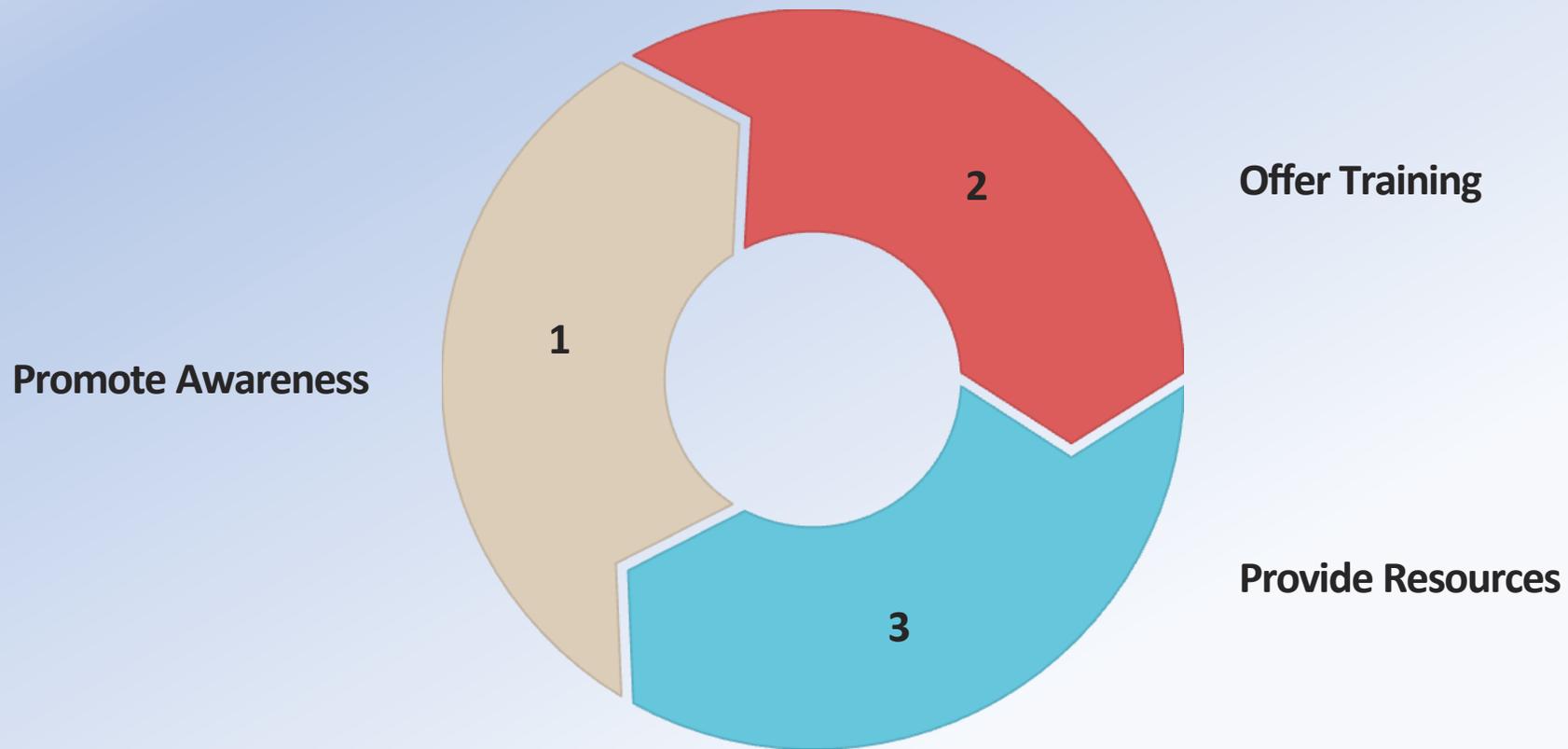
Difficulty recalling events or details.

Sleep Disturbances

Insomnia or nightmares are common.

Creating a Trauma-Informed Workplace

Foster an inclusive environment for refugees. Build a culture of empathy and support. Offer resources to aid their integration.



Practical Support Strategies

Implement these strategies for practical support. Small actions can make a big difference.



Show Empathy

Listen without judgment.
judgment.



Provide Resources

Offer access to mental
health services.



Be Flexible

Accommodate individual
individual needs.



Building Resilience

Help refugees build resilience. Empower them to overcome challenges. Support their personal and professional growth.

1

Encourage Self-Care

2

Promote Social Connection

3

Set Achievable Goals

Key Takeaways

Trauma-informed support is essential for refugee integration. Create a workplace that fosters healing and growth. Together, we can make a difference.

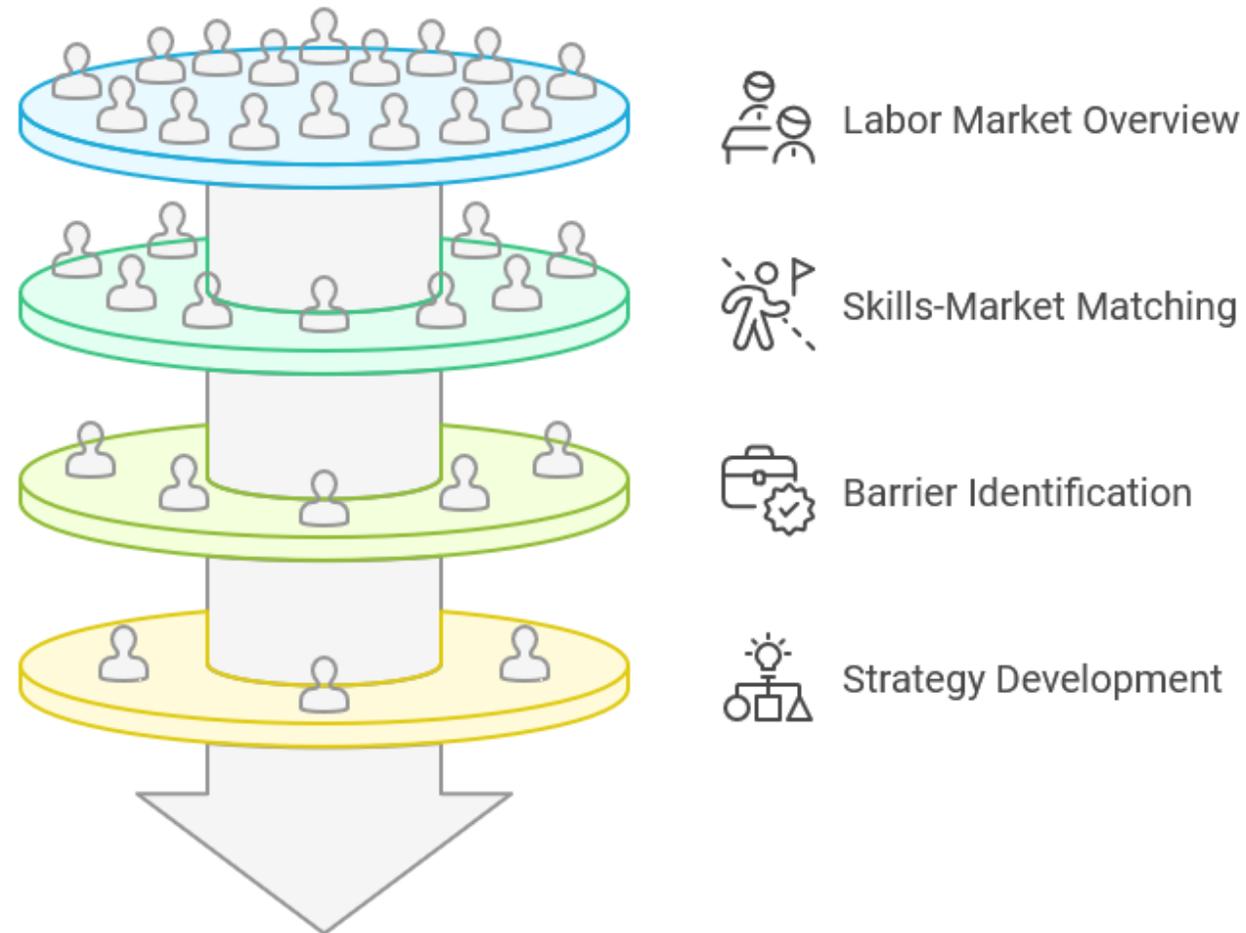
- Understand trauma's impact.
- Recognize signs in the workplace.
- Provide practical support.

Create a workplace that fosters healing and growth is important. But in case of doubt, you need to **seek advice from professionals.**

BSOs are no experts in trauma healing!

III. Labor Markets

Refugee Employment Integration Process



III. Labor Markets : Overview



All EU labour markets report a significant lack of skilled workforce

There is a major competition for workforce, the demographic change is increasing the pressure.



Skills Matching for Refugee Integration



Breaking Barriers: A Guide to Refugee Employment



Unlocking Potential:
Comprehensive Skills Assessment
Techniques



All EU labour markets report a significant lack of skilled workforce

There is a major competition for workforce, the demographic

change is increasing the pressure.

Importance of Local Labor Market Dynamics

Poland

Understanding Poland's labor market is crucial for economic growth. Its large population and diverse industries present unique opportunities and challenges.

Latvia

Analyzing Latvia's labor market helps identify specific skill gaps. This supports targeted education and training programs.

Lithuania

Examining Lithuania's labor market provides insights into emerging industries. This assists in fostering innovation and attracting foreign investment.



Gathering Labor Market Information

1 Job Postings

Analyzing job postings reveals high-demand occupations. It helps identify skill requirements and recruitment trends.

2 Local Business Surveys

Surveys with local businesses provide firsthand insights. They highlight skills shortages and shortages and emerging needs.

3 Government Reports

Utilizing government labor market reports offers comprehensive data. It delivers statistical analysis and economic forecasts.

Engaging with Industry Associations

Industry Insights

Engaging with industry associations provides specialized knowledge. This reveals sector-specific trends and challenges.

Networking

Industry associations facilitate networking opportunities. This fosters collaboration and knowledge sharing among stakeholders.

Policy Advocacy

Industry associations advocate for policies. This supports workforce development and economic growth.





High-Demand Sectors and Occupations



IT Sector

The IT sector consistently shows high demand. Software developers, data analysts, and cybersecurity experts are needed.



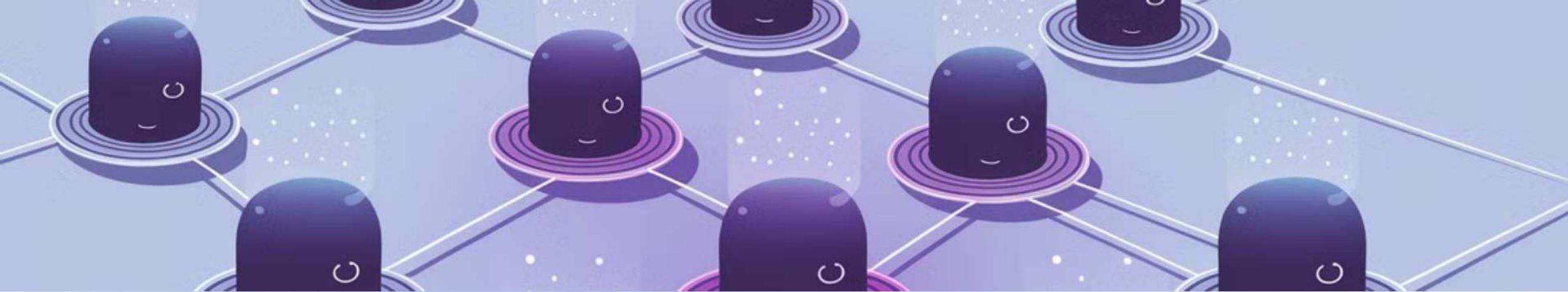
Healthcare

Healthcare occupations are in high demand due to aging populations. Nurses, doctors, and medical technicians are crucial.



Engineering

Engineering roles are vital for infrastructure development. Civil, mechanical, and electrical engineers are essential.



Skills Shortages and Gaps

1

Digital Skills

Digital skills are increasingly necessary across all sectors. Coding, data analysis, and digital marketing skills are vital.

2

Technical Skills

Technical skills are crucial for manufacturing and engineering. These include welding, machining, and equipment maintenance.

3

Soft Skills

Soft skills enhance productivity and collaboration. Communication, teamwork, and problem-solving are essential.



Emerging Industries and Future Job Trends

Renewable Energy

The renewable energy sector is growing rapidly. Solar, wind, and geothermal energy jobs are emerging.

1

2

E-commerce

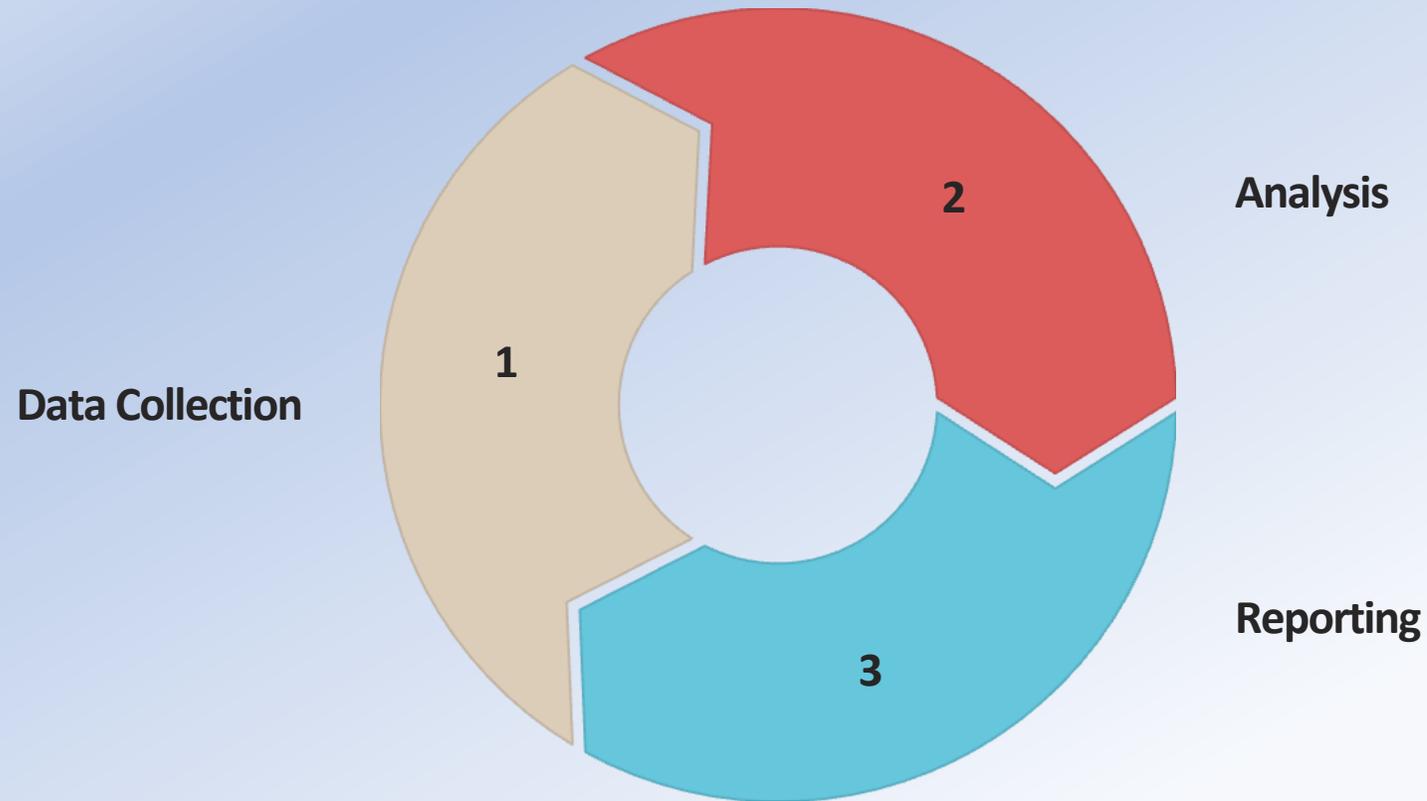
E-commerce is transforming retail and logistics. Online marketing, marketing, supply chain management, and web development are key.

Artificial Intelligence

AI is impacting numerous industries. Machine learning, natural language language processing, and AI ethics are important.

3

Utilizing Government Labor Market Reports



Government labor market reports provide vital data. The reports include employment rates and industry trends. Policymakers use the analysis for informed decisions.

Analyzing Job Postings and Recruitment Trends

1

Gather Data

2

Analyze Trends

3

Report Findings

Job postings offer insights into current hiring needs. Recruitment trends reveal shifts in industry demands. This aids in aligning education and training programs.

Understanding labor market dynamics is critical for economic development. Data-driven approaches and collaboration are essential.

Refugees might have other needs and demands compared to other employees.



Skills Matching for Refugee Integration



Comprehensive Skills Assessment

Structured Interviews

Use focused questions to evaluate specific skills and experience. Ensure consistency and reduce bias.

Skills Audits

Employ self-assessment tools to capture individual competencies. Supplement with external validation where possible.

Practical Demonstrations

Evaluate skills through hands-on tasks and simulations. Essential for technical roles.



Recognition of Prior Learning (RPL)

1 Formalizing Experience

RPL acknowledges skills and knowledge acquired outside formal education. This validates experience and bridges credential gaps.

2 Standardized Processes

Implement standardized RPL processes to ensure fairness and credibility. Partner with certification bodies to assess existing skills.

3 Career Advancement

RPL supports career advancement by providing pathways to further education and job opportunities. This recognizes hidden talents.

Identifying Transferable Skills



Adaptability

Highlight resilience and ability to thrive in new environments.
Essential in various roles.
roles.



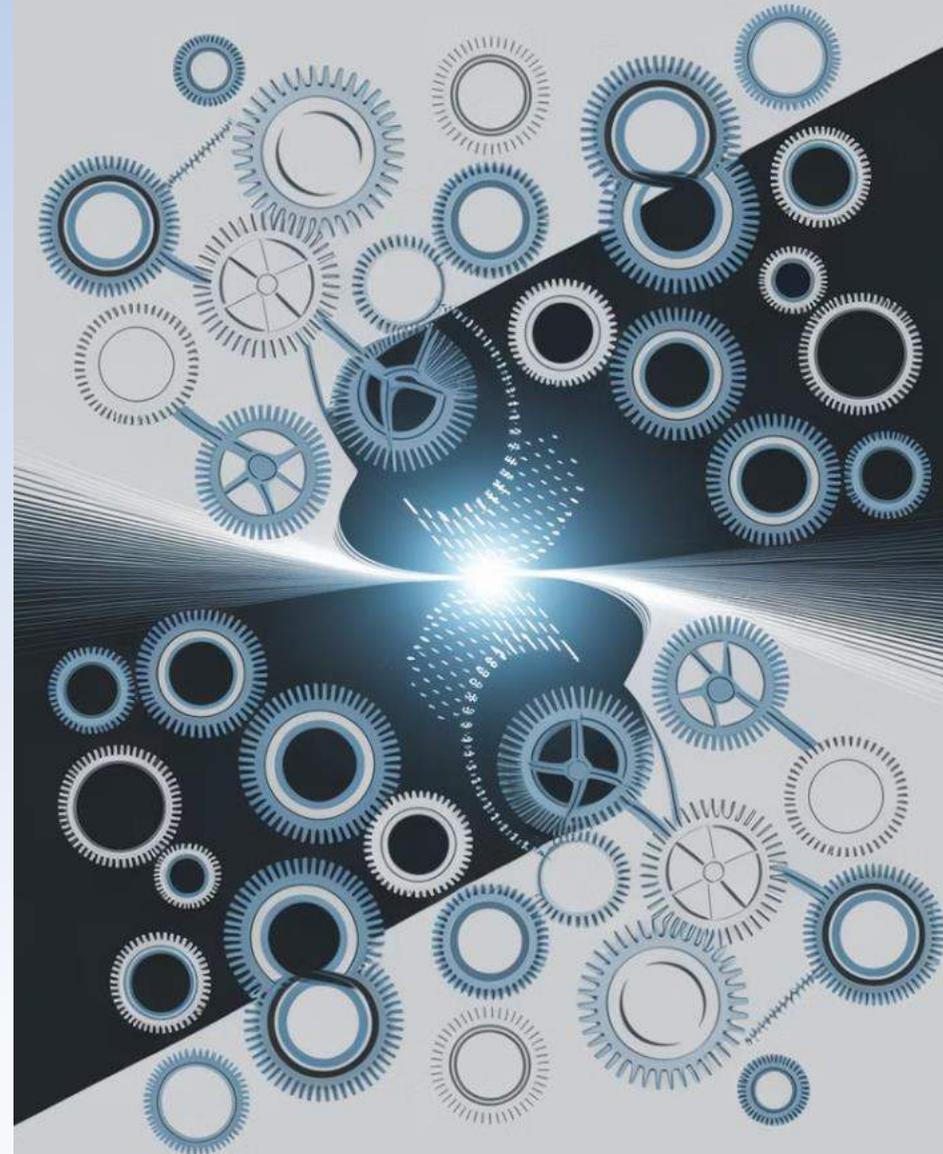
Multilingualism

Leverage language skills for customer service or international roles.
Connect globally.



Technical Skills

Focus on competencies that can apply across industries.
industries. This promotes
promotes versatility.



UNIKL · UNOIRE

EDUCATION, WORK EXPERIENCE



COMPETENCE

ΣΕΛΩΣΕ
ΠΡΟΔΙΟΡΤΩΣΕ

NEPTONS

ΟΣ· ΣΕΥΡ ΠΕΡΟΟΡΛΕ
ΜΙΟΝΙΣ ΤΗΠΙΣΙΤΣ ΟΥΟΠ
ΟΒΤΟΚΥΠΠΟΤ
ΚΑΤΕΠΙΘΕΛ ΠΡΟΘΠ

Creating Skills Profiles

Standardized Format

Develop a consistent format for easy comparison. This ensures efficient screening.

1

2

Clear Presentation

Present profiles clearly and concisely. This helps employers understand the candidate.

3

Highlight Strengths

Focus on unique skills and experiences. This enhances appeal to appeal to employers.

Skills-Job Matching

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U6fom 118er Woles

Freession Search
SWit oot yHioos

Manbh Toun
SWK oot yHio aat

Digital Platforms for Skills-Job Matching

1

Automated Matching

Streamlines the matching process, saving saving time and resources. Quickly identify identify potential candidates.

2

Large-Scale Operations

Handle large volumes of data to connect refugees to opportunities. Scale efforts effectively.

3

Accessibility

Provide easy access for both refugees and and employers. Enhance ease of application. application.

Pros and Cons of AI-Powered Matching

Pros

- Increased speed and efficiency
- Reduced human bias
- Ability to analyze large datasets

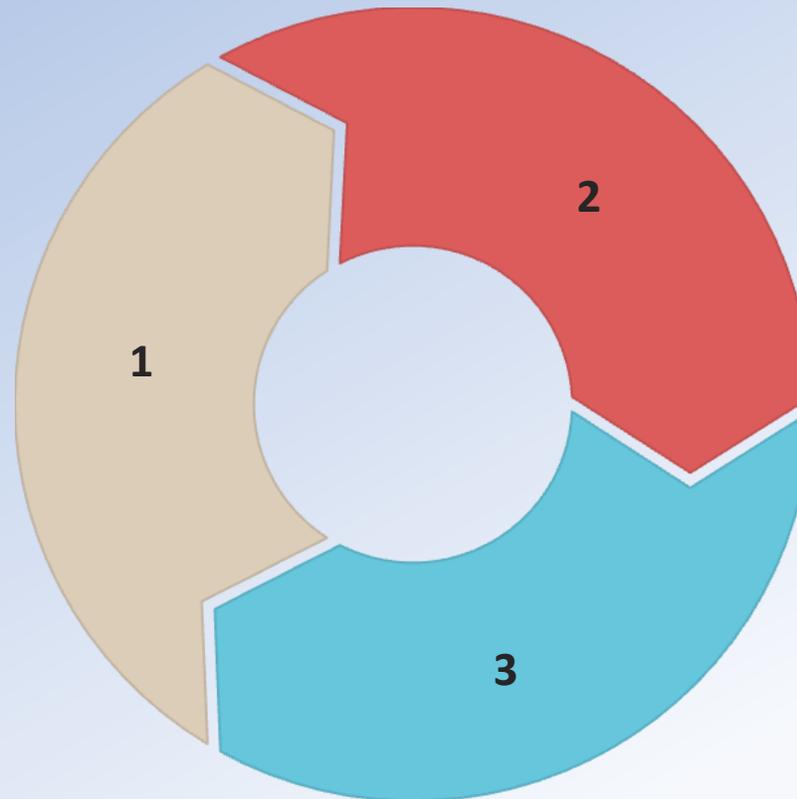
Cons

- Potential for algorithmic bias
- Lack of human empathy
- Reliance on accurate data

Manual Matching Techniques

Personalized Approach

Ideal for small-scale operations with individualized support.



Direct Engagement

Involves direct communication with employers and refugees.

Building Relationships

Focuses on building trust and understanding. understanding.



Success Story: Skills to Jobs

Assessment

Conducted a comprehensive skills assessment of a refugee.

Training

Provided targeted training to fill skill gaps.

Placement

Secured a job matching existing skills.

Growth

Offers opportunities for long-term career growth.

Navigating Barriers

1

Language

2

Credentials

3

Cultural Differences

Address language barriers with translation and language training. Help refugees navigate credential recognition processes. Provide cultural orientation to ease workplace integration.

Actionable Steps

Implement comprehensive skills assessments to identify refugee competencies. Build competencies. Build skills profiles to match refugees with suitable job opportunities. Address barriers such as language and credential recognition. Utilize digital platforms and AI-powered matching algorithms to expedite the matching process.



Breaking Barriers: A Guide to Refugee Employment



Legal and Administrative Barriers

Work Permit Restrictions

Navigating complex immigration laws can be difficult. Work permit permit limitations often delay employment. Streamlining the application application process is essential.

Qualification Recognition

Recognizing foreign qualifications is crucial. Many refugees possess valuable skills and experience. Advocate for fair and efficient assessment processes.



Language Barriers: Bridge the Gap

1

Job Performance

Strong language skills improve job performance. Communication enhances workplace integration and productivity.

2

Integration

Language proficiency fosters social integration. It enables refugees to participate fully in their new communities.

3

Language Support

Workplace language courses and tandem learning can help. These strategies improve language skills and confidence.



Cultural Barriers: Understanding Differences

Work Culture

Differences in work culture can create misunderstandings. Clearly communicate workplace norms and expectations.

Employer Concerns

Address employer concerns and misconceptions. Promote cultural awareness and sensitivity in the workplace.



Lack of Local Work Experience



Internships

Offer internships to gain practical skills.



Apprenticeships

Structured training programs provide valuable experience.



Volunteer

Volunteering builds skills and networks.

Job Shadowing and Work Trials

Trials

1

Job Shadowing

Experience workplace dynamics. Observe professionals in their roles.
their roles.

2

Work Trials

Short-term assessments. Evaluate skills in real-world scenarios.
scenarios.



Limited Professional Networks

1

Networking Events

Connect with industry professionals. Attend local events and workshops.

2

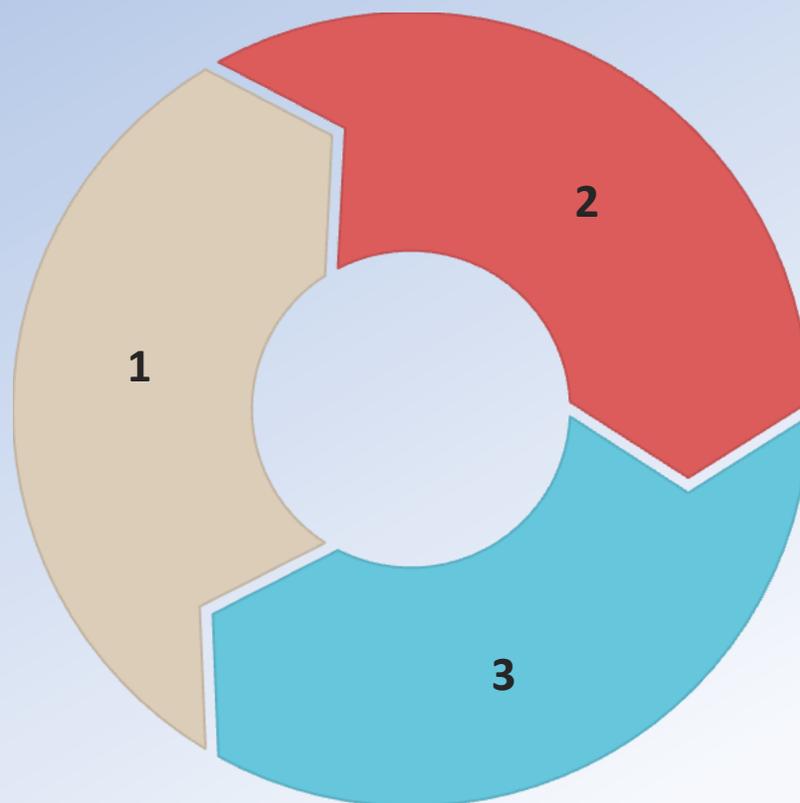
Mentorship Programs

Guidance from experienced mentors. Receive career advice and support.



Chamber Networks: Creating Connections

Chamber Involvement
Participate in chamber activities.



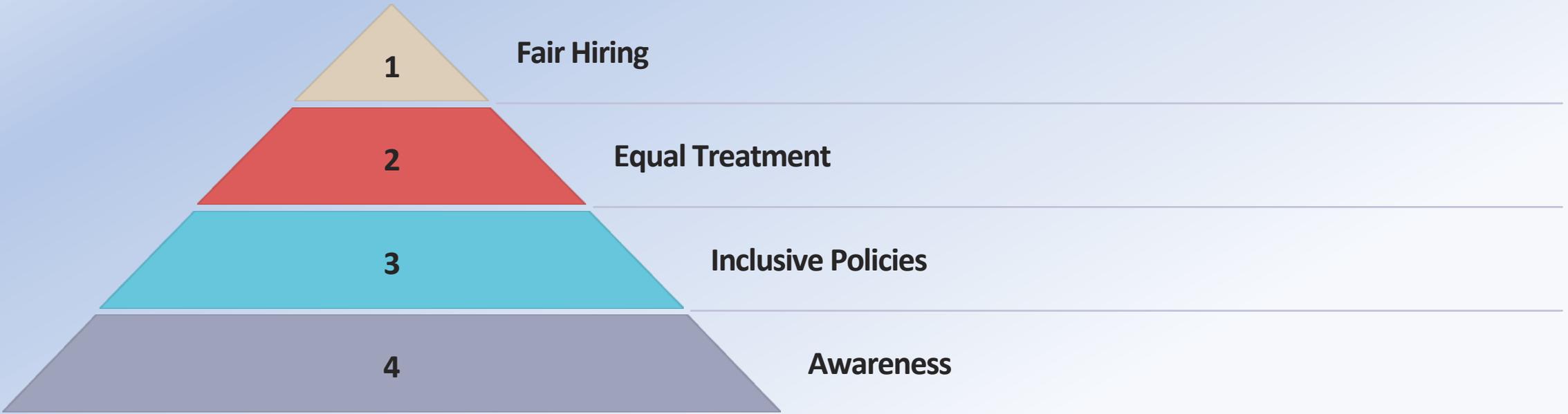
Business Connections

Build relationships with local businesses.
businesses.

Job Opportunities

Discover potential job openings.

Discrimination and Bias: Addressing Inequity



Legal Protections Against Discrimination

1

Equal Opportunity

2

Fair Treatment

3

Legal Recourse

Diversity and Inclusion Training

Employer Training

Provide training for employers. Promote inclusive hiring practices.

Awareness Campaigns

Raise awareness about bias. Promote diversity and inclusion.

Key Takeaways and Next Steps

1 Understand Barriers

Identify the main challenges refugees face.

2 Implement Solutions

Apply practical strategies to overcome these hurdles.

3 Promote Inclusion

Foster welcoming and equitable workplaces.





Unlocking Potential: Comprehensive Skills Assessment Techniques

Formal vs. Non-Formal vs. Informal Skills

Formal Skills

Skills acquired through accredited educational institutions. Result in recognized qualifications like degrees or diplomas.

Non-Formal Skills

Skills gained from structured learning activities outside formal education. Includes workshops, training courses, and seminars.

Informal Skills

Skills developed through daily experiences, work, hobbies, and self-directed learning. Often undocumented and less structured.



Assessing Formal Qualifications

International Frameworks

Understand global qualification systems. Learn to interpret educational credentials from different countries. Utilize resources to map equivalent levels.

Credential Evaluation

Engage professional services. Get expert analysis of foreign credentials. Ensure accurate assessment and comparability to domestic standards.

Recognizing Non-Formal Learning



Non-Accredited Certificates

Evaluate the content, duration, and reputation of training programs. Check for industry recognition. Look for alignment with job requirements.



On-the-Job Training

Assess the scope and depth of experience. Verify skills through performance reviews and project evaluations. Consider the complexity of tasks performed.



Identifying Informal Skills

1 Competency Interviews Interviews

Use targeted questions. Explore specific skills through behavioral examples. Assess how candidates apply their knowledge in real-world scenarios.

2 Portfolio Assessments

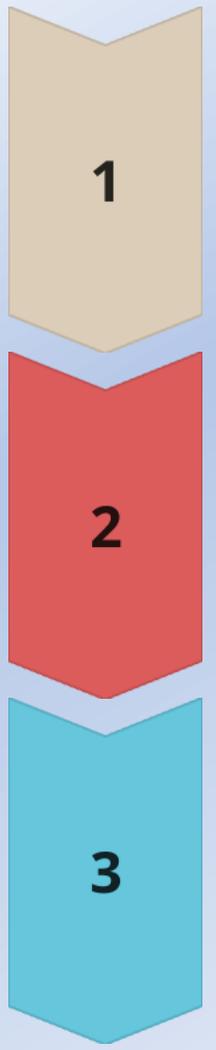
Review samples of work. Evaluate projects, presentations, and other relevant materials. Focus on demonstrating practical skills and achievements.

3 Skills Demonstrations

Create practical tasks. Observe candidates performing relevant job functions. Measure their proficiency and problem-solving abilities directly.



The Importance of Soft Skills



Cultural Competence

Understand and respect diverse perspectives. Work effectively in effectively in multicultural environments. Adapt communication styles to different audiences.

Adaptability

Embrace change and adjust to new situations. Learn quickly and remain flexible in dynamic environments. Thrive in ambiguity and uncertainty.

Problem-Solving

Analyze complex issues. Develop creative and effective solutions. Make solutions. Make informed decisions based on critical thinking and and sound judgment.



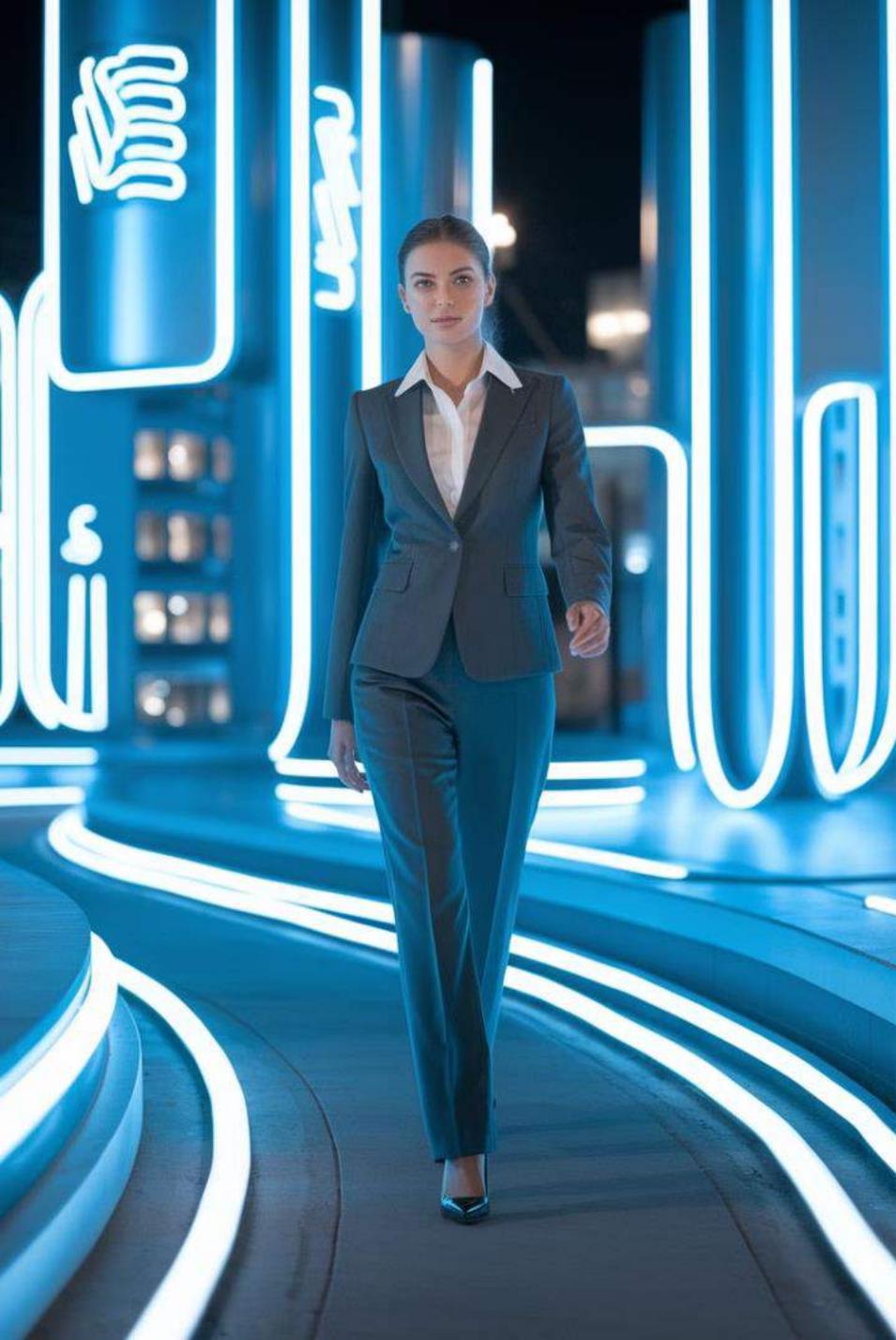
Cultural Competence Assessment

Behavioral Questions

Ask about experiences in diverse settings. Explore how candidates handle conflicts. Assess their sensitivity and awareness of cultural differences.

Scenario Simulations

Present realistic cross-cultural scenarios. Evaluate their ability to navigate complex interactions. Observe their empathy and communication skills.



Measuring Adaptability & Resilience

1

Stress Tests

Assess responses to high-pressure situations. Evaluate coping mechanisms and ability to maintain composure. Look for signs of resilience and emotional intelligence.

2

Change Management

Explore experiences with organizational changes. Evaluate their ability to adapt to new processes and technologies. Assess their willingness to learn and grow.

Techniques in Action



Standardized Tests

Employ validated instruments to measure cognitive abilities. Assess aptitude for learning and problem-solving. Ensure tests are reliable and relevant.



Gamified Assessments

Engage candidates through interactive games and simulations. Evaluate skills in a fun and dynamic setting. Gather data on their decision-making processes.



Benefits of Comprehensive Assessment

Improved Hiring

Select candidates with the right skills and competencies. Reduce turnover and enhance employee satisfaction. Build a high-performing workforce.

Enhanced Development

Identify skill gaps and training needs. Create personalized development plans. Support employee growth and career advancement.

Increased Productivity

Optimize talent utilization and maximize performance. Drive innovation and achieve organizational goals. Foster a culture of continuous improvement.



Key Takeaways

- 1 Understand diverse assessment techniques.
- 2 Apply methods for formal, non-formal, and informal skills.
- 3 Assess soft skills rigorously.
- 4 Implement comprehensive talent strategies.

IV. Networking and Partnerships

Partnerships

Building Comprehensive Strategies for Effective Refugee Integration

Partnership Building

Developing strong collaborations with NGOs and support organizations.

Employment Engagement

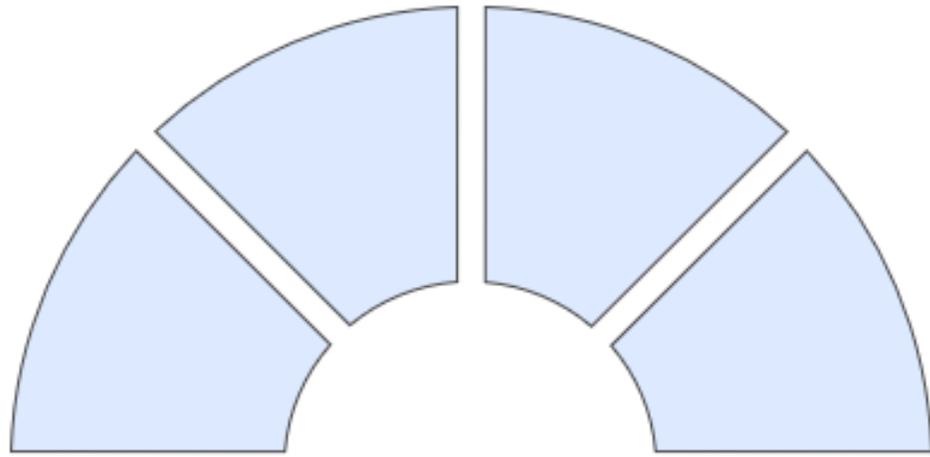
Strategies to involve member companies in hiring refugees.

Stakeholder Mapping

Identifying and understanding key players in refugee integration.

Support Networks

Establishing mentorship and peer support programs for refugees.



IV. Networking and Partnership : Overview



Mapping Stakeholders in Refugee Integration

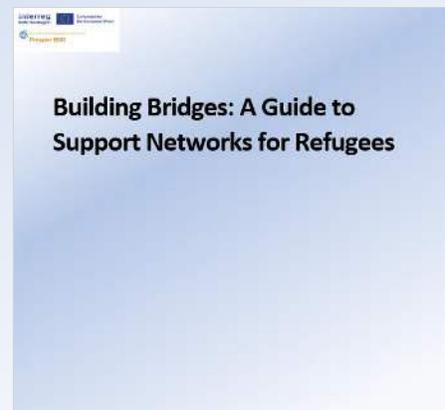


Building Effective Partnerships with NGOs



Engaging Member Companies in Companies in Refugee Employment

This presentation outlines strategies for engaging member companies in refugee employment, focusing on making a compelling business case, addressing employer concerns, creating incentives, and providing ongoing support. By support. By highlighting the benefits of hiring refugees and offering practical solutions, practical solutions, we aim to foster a more inclusive and diverse workforce.



Building Bridges: A Guide to Support Networks for Refugees





Mapping Stakeholders in Refugee Integration





Government Agencies, public authorities

Government bodies play a vital role. They offer employment services and manage migration. These agencies set policies and allocate resources. They provide essential support for refugees. They oversee integration programs and ensure compliance.



Employment

Job placement, skills training.



Migration Offices

Legal assistance, immigration support.



Policy Makers

Regulation, compliance. compliance.



NGOs and Support Organizations

NGOs offer direct assistance. They provide housing, counseling, and language training. Refugee support organizations advocate for rights. They also connect refugees with resources. They bridge gaps in government services.

1

Housing

Shelter and accommodation services.
services.

2

Counseling

Mental health and emotional support.

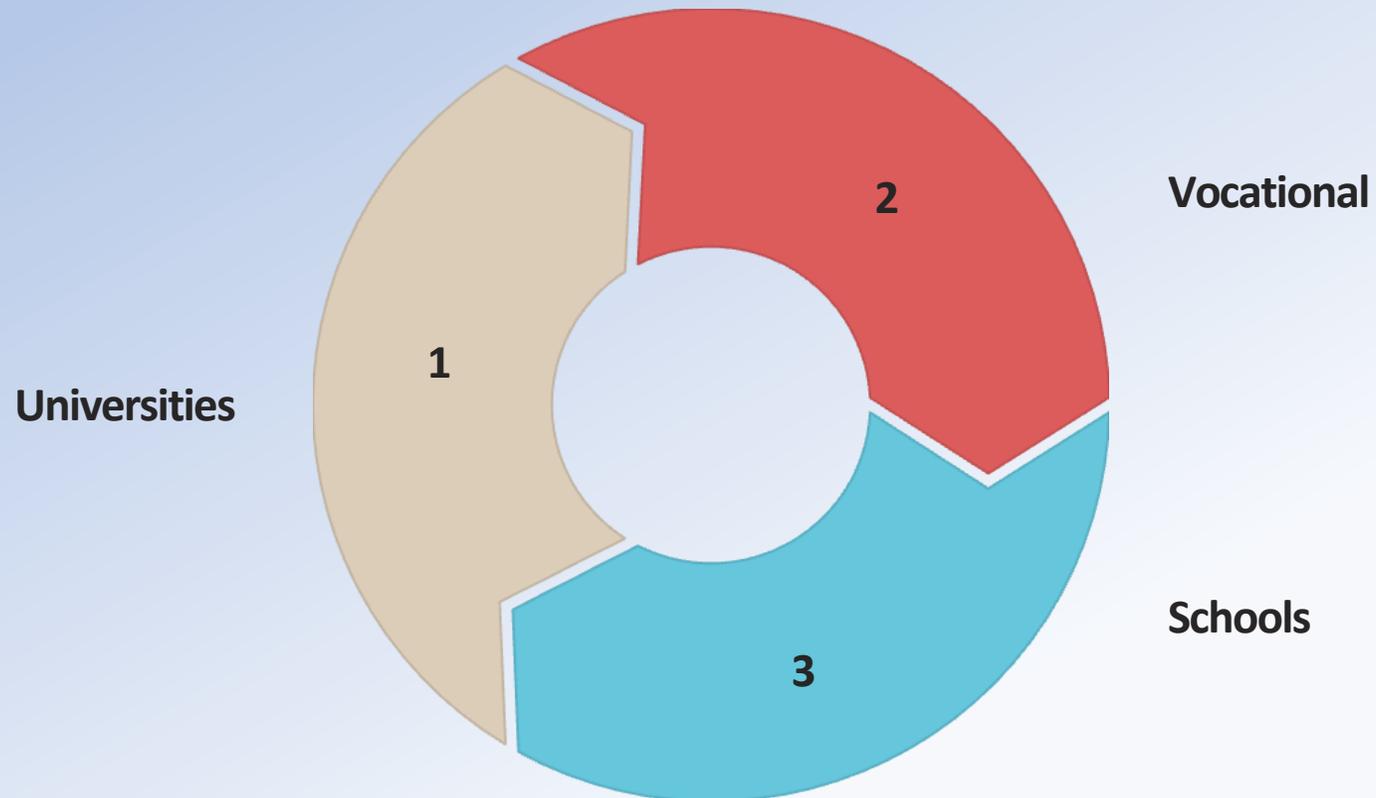
3

Language

Training and education programs.

Educational Institutions

Universities and vocational schools are important. They offer educational opportunities. Refugees can gain new skills and knowledge. This enhances their employability. Education fosters integration and self-sufficiency.



(other) Business Support Organizations

Chambers of Commerce promote economic integration. They offer networking opportunities. They provide business training. They connect refugees with employers. This promotes self-sufficiency and economic growth.

Networking

Connect with business leaders.

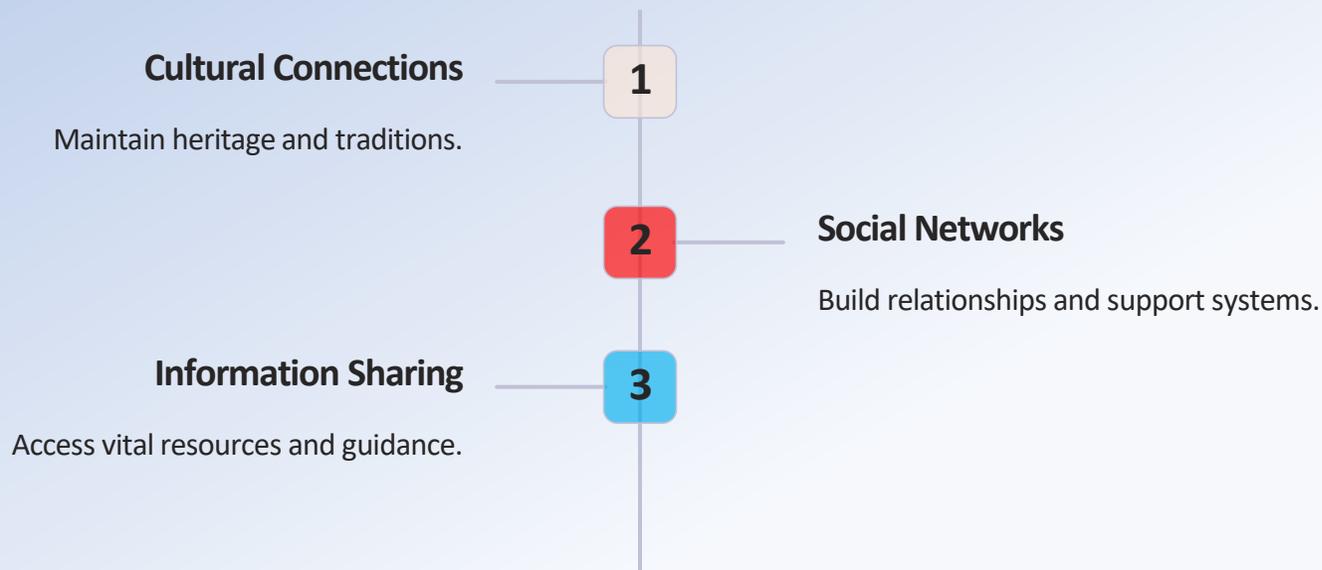
Training

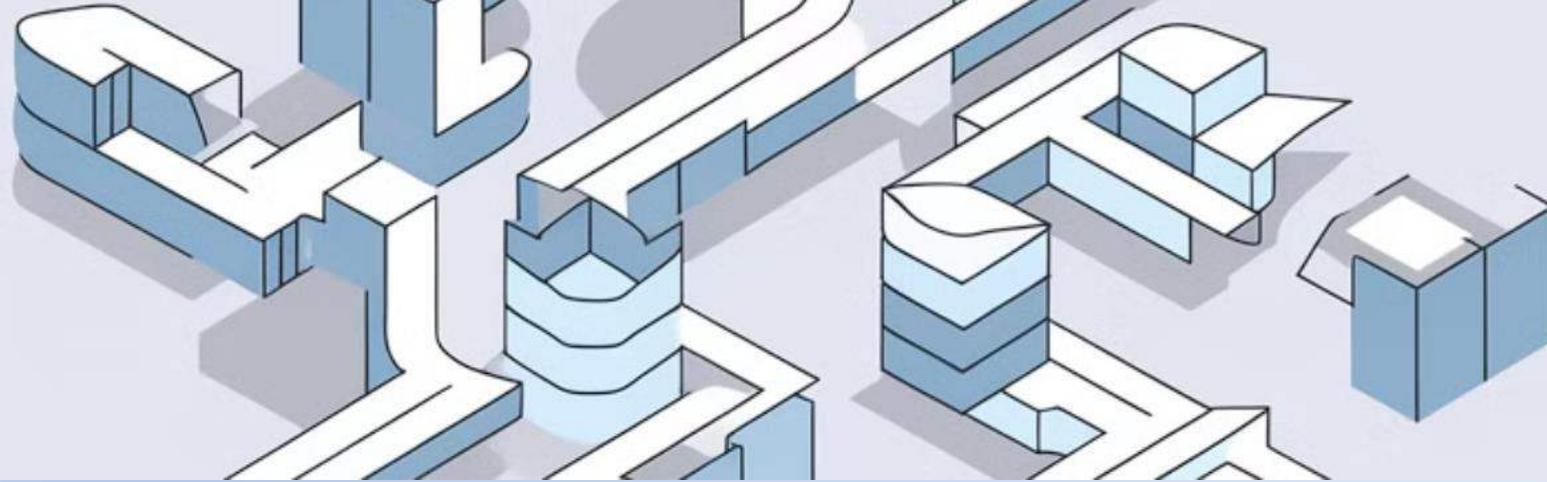
Develop entrepreneurial skills.



Refugee Communities

Refugee communities offer vital support. They provide cultural connections and social networks. They share information and resources. They act as advocates for their members. They promote solidarity and mutual assistance.





Creating a Stakeholder Map

Identify primary and secondary stakeholders. Assess their roles, interests, and influence. Recognize potential synergies and conflicts. A stakeholder map visualizes these relationships. It provides a strategic overview.

1

Identify

List key players.

2

Assess

Determine roles.

3

Recognize

Find synergies.



Key Takeaways and Next Steps

Mapping stakeholders is crucial. It enhances refugee integration efforts. It fosters collaboration and avoids conflicts. By understanding each role, we maximize impact. Identify stakeholders, assess their needs, and collaborate effectively.

Collaboration

Work together effectively.

Understanding

Know roles.

Maximize

Achieve greater impact.



Building Effective Partnerships with NGOs

Identifying Complementary Strengths and Resources

Resources

NGO Expertise

NGOs often possess deep community knowledge, technical expertise in specific sectors, and established trust with target populations.

Support Organization Resources

Support organizations can provide financial backing, capacity building, networking opportunities, and advocacy support to enhance NGO effectiveness.

Synergistic Partnerships

Combining these strengths creates synergistic partnerships that amplify impact, address complex challenges comprehensively, and foster sustainable development.

Establishing Clear Communication Channels

1 Regular Meetings and Updates

Schedule consistent meetings to share progress, discuss challenges, and maintain transparency. This ensures everyone is on the same page.

2 Shared Databases

Implement shared databases or information systems to centralize data, facilitate knowledge sharing, and improve decision-making.

3 Designated Contact Persons

Assign specific individuals as points of contact to streamline communication, resolve issues promptly, and build strong interpersonal relationships.



Developing Formal Partnership Agreements

Memorandums of Understanding (MOUs)

Formalize partnership intentions with MOUs that outline the scope, objectives, and guiding principles of the collaboration.

Defining Roles and Responsibilities

Clearly delineate roles, responsibilities, and expectations for each partner to avoid confusion and ensure accountability.

Setting Shared Goals and KPIs

Establish measurable goals and key performance indicators (KPIs) to track progress, evaluate impact, and demonstrate the value of the partnership.





Collaborative Project Planning: Joint Joint Needs Assessments



Joint Needs Assessments

Conduct joint needs assessments to gain a comprehensive understanding of community needs, identify gaps in service delivery, and prioritize interventions.



Co-design of Integration Initiatives

Engage partners in the co-design of integration initiatives to ensure cultural sensitivity, sensitivity, relevance, and effectiveness in addressing identified needs.



Shared Resource Allocation

Collaboratively allocate resources based on agreed-upon priorities, leveraging each partner's strengths and maximizing the impact of available funding.

Overcoming Common Challenges: Organizational Cultures

1

Aligning Different Cultures

Address potential conflicts arising from differing organizational cultures by fostering open dialogue, mutual respect, and a willingness to compromise.

2

Managing Competing Priorities

Establish clear priorities, develop joint work plans, and regularly review progress to ensure ensure partners remain aligned and focused on shared goals.

3

Ensuring Sustainable Collaboration

Build sustainable collaboration by investing in long-term relationships, fostering mutual mutual learning, and demonstrating the tangible benefits of the partnership.

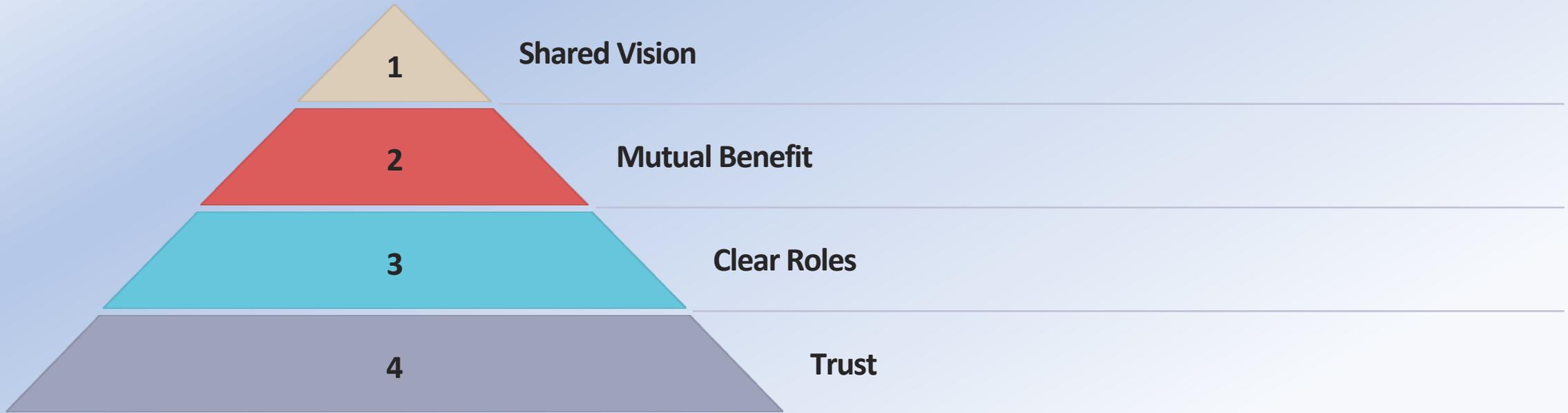


The Importance of Trust and Transparency



Building trust and transparency is paramount for successful NGO partnerships. Open communication ensures that all stakeholders are informed and aligned. Mutual respect recognizes and values the contributions of each partner, while shared values provide a strong foundation for collaboration. Finally, accountability ensures that everyone is responsible for their commitments, fostering a culture of reliability and integrity.

Keys to Sustainable Partnerships



Sustainable partnerships are built on a foundation of shared vision, mutual benefit, clear roles, and unwavering trust. A shared vision ensures that all partners are working towards the same goals, while mutual benefit guarantees that each organization receives value from the collaboration. Clear roles and responsibilities prevent confusion and conflict, and trust ensures that partners can rely on each other to fulfill their commitments.

Examples of Successful NGO Partnerships



Water Access

NGOs partner to provide clean water access in underserved communities, improving public health and sanitation.



Education Initiatives

Support organizations fund educational programs for underprivileged children, enhancing literacy and empowering future generations.



Sustainable Farming

Partnerships promote sustainable agriculture practices, increasing food security and environmental conservation.



Key Takeaways and Next Steps

Effective partnerships with NGOs require identifying complementary strengths, establishing clear communication, and formalizing agreements. Overcoming challenges through trust and transparency is essential for sustainable collaboration. By measuring success and sharing stories, we can inspire future partnerships and amplify our collective impact. As next steps, consider conducting a partnership audit to identify potential collaborators and developing a partnership strategy aligned with your organizational goals.



Engaging Member Companies in Refugee Employment

This presentation outlines strategies for engaging member companies in refugee employment, focusing on making a compelling business case, addressing employer concerns, creating incentives, and providing ongoing support. By highlighting the benefits of hiring refugees and offering practical solutions, we aim to foster a more inclusive and diverse workforce.

Making the Business Case: Addressing Skills Shortages

Filling Critical Gaps

Refugees can fill critical skills shortages in various sectors. Many Many refugees possess valuable skills and experience acquired in their in their home countries, which can be directly transferable or easily easily adapted to meet current labor market demands.

Untapped Talent Pool

By tapping into this often-overlooked talent pool, companies can gain a can gain a competitive edge. Hiring refugees offers a unique opportunity opportunity to access motivated and skilled individuals ready to to contribute to the workforce, driving innovation and productivity. productivity.



Enhancing Workplace Diversity Through Refugee Employment

1 Promoting Inclusion

Hiring refugees significantly enhances workplace diversity, fostering a more inclusive and equitable environment. A diverse workforce brings different perspectives and experiences, leading to better problem-solving and innovation.

2 Boosting Creativity

Diverse teams are more creative and adaptable, enabling companies to better respond to changing market dynamics and customer needs. This can lead to increased creativity, innovation, and overall business performance.

3 Improving Company Image

Refugee employment can improve a company's public image and attract socially conscious customers and employees. Showcasing a commitment to diversity and inclusion strengthens a company's reputation and brand value.

Corporate Social Responsibility Benefits of Hiring Refugees



Positive Impact

Hiring refugees demonstrates a commitment to social responsibility and has a positive impact on the community. By providing employment opportunities, companies can help refugees rebuild their lives and contribute to society.



Ethical Practices

Adopting ethical hiring practices and supporting vulnerable populations aligns with global sustainability goals. Companies that prioritize social impact enhance their reputation and attract socially responsible investors and customers.



Community Support

Contributing to refugee resettlement efforts fosters stronger community ties and builds goodwill. Supporting refugees not only helps individuals but also strengthens the social fabric of the community, creating a more inclusive society.



Overcoming Legal Complexities in Refugee Refugee Employment

1

Understanding Regulations

Provide clear guidance on legal regulations and requirements related to hiring refugees. Partner with legal experts to offer workshops and resources that simplify the hiring process and ensure compliance.

2

Streamlining Processes

Offer assistance with documentation and verification processes to streamline hiring. Provide hiring templates and checklists to help employers navigate the legal aspects of hiring refugees efficiently.

3

Ensuring Compliance

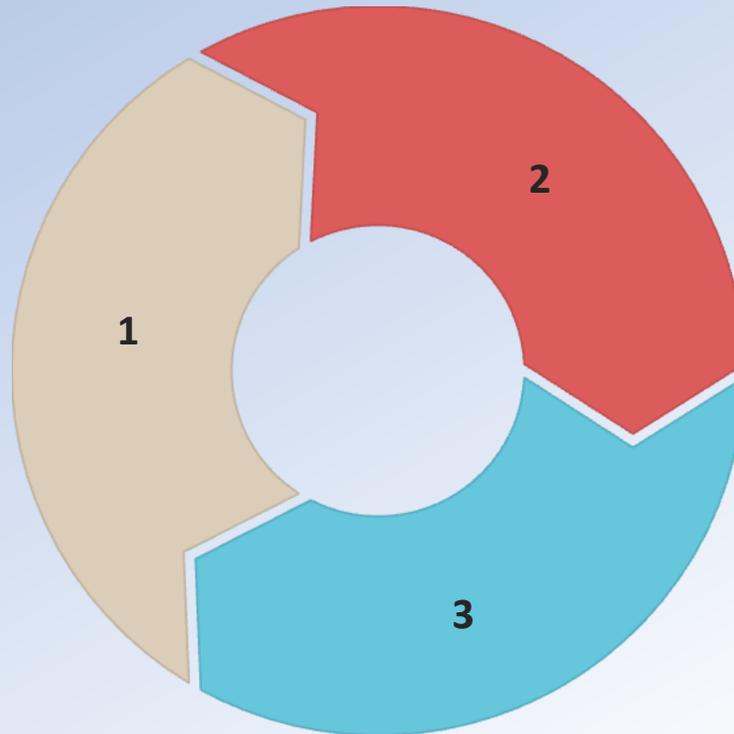
Regularly update employers on changes in immigration laws and provide ongoing support to maintain compliance. Offer training sessions on best practices for hiring practices for hiring and retaining refugee employees, ensuring a smooth and legally sound process.



Addressing Language Barriers in Refugee Employment

Language Training

Offer language training programs tailored to the specific needs of the workplace. Partner with language schools and community organizations to provide accessible and effective language classes.



Interpretation Services

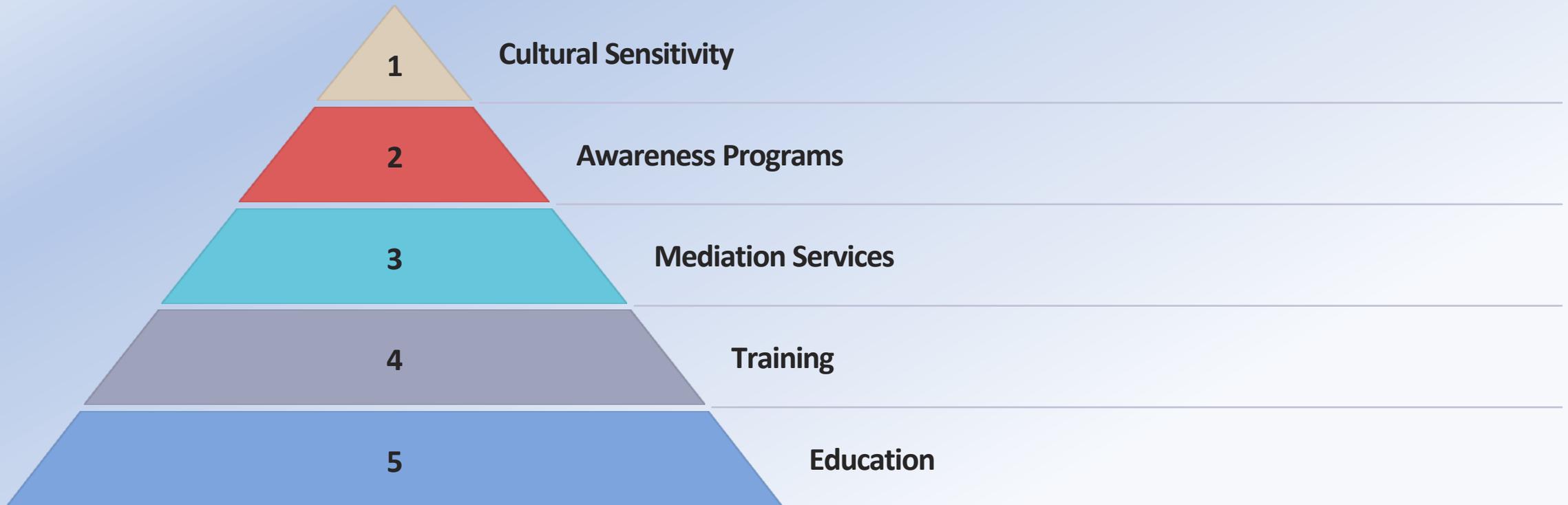
Provide interpretation and translation services to facilitate communication between employers and employees. Offer on-site interpreters and translation tools to ensure clear and accurate communication in the workplace.

Multilingual Resources

Develop multilingual resources and materials to support effective communication and training. Create translated handbooks, guidelines, and training modules to help refugee employees understand their roles and responsibilities.

Navigating Cultural Differences in Refugee Employment

Employment



Offer cultural sensitivity training and awareness programs to promote understanding and respect. Provide cultural mediation services to address misunderstandings and conflicts, ensuring a harmonious work environment.



Alleviating Uncertainty About Refugee Qualifications

Skills Assessments

Conduct skills assessments and credential evaluations to verify refugee qualifications. Partner with credentialing agencies to assess and recognize skills and experience acquired in their home countries.

Bridge Programs

Develop bridge programs to help refugees upgrade their skills and meet local job requirements. Offer training and certification programs that align with industry standards, enabling refugees to enhance their employability.

Mentorship

Implement mentorship programs pairing refugees with experienced professionals for guidance and support. Mentors can help refugees navigate the job market, understand workplace culture, and achieve their career goals.

Creating Recognition Programs for Refugee-Friendly Employers

Employers



Highlighting Leaders

Publicly recognize companies that demonstrate a commitment to hiring and supporting supporting refugees. Showcase their success stories and best practices to inspire other employers.



Employer Awards

Establish an annual awards program to honor refugee-friendly employers. Recognize companies that have made significant contributions to refugee employment, celebrating their commitment and impact.



Publicity

Promote refugee-friendly employers through media campaigns and public relations efforts. Highlight their efforts in press releases, social media, and industry publications to raise awareness and encourage others to follow suit.

Facilitating Access to Government Incentives Incentives and Subsidies

1

Information Hub

Provide a comprehensive resource hub with information on available government incentives and subsidies. Offer details on eligibility criteria, application processes, and contact information for relevant government agencies.

2

Application Assistance

Assist employers with the application process to maximize their access to financial support. Offer guidance on completing application forms, gathering required documentation, documentation, and navigating government procedures.

3

Liaison

Serve as a liaison between employers and government agencies to facilitate communication and communication and resolve issues. Advocate for policies that support refugee employment and employment and promote access to government resources.





Organizing Awareness-Raising Events for Refugee Employment

50+

Attendees

Information sessions can educate employers about about the benefits of hiring refugees.

25+

Employers

Meet-and-greet events connect refugee job seekers seekers with potential employers.

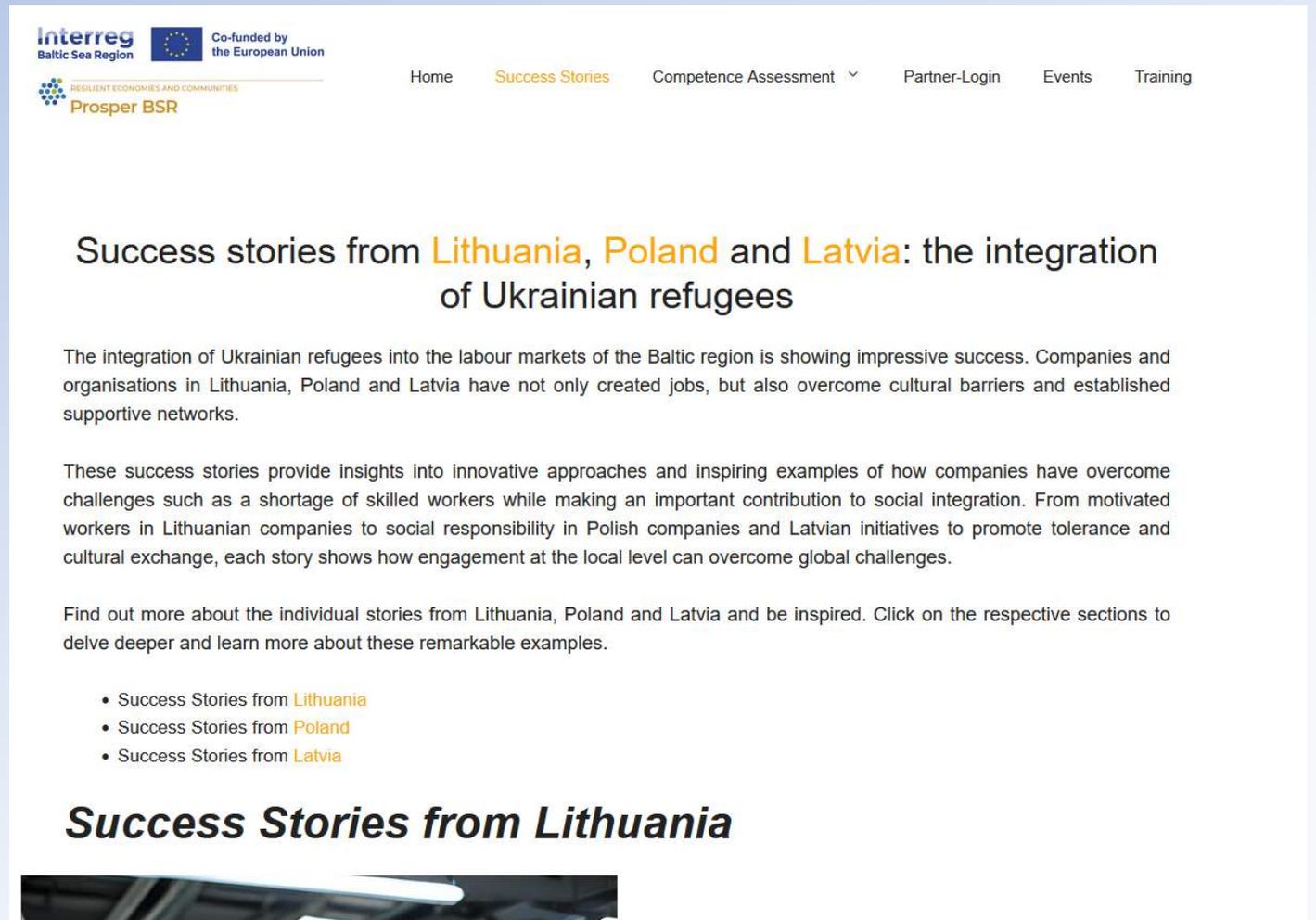
10+

Success Stories

Success story showcases highlight positive outcomes outcomes and inspire others.

Organizing awareness-raising events is crucial for promoting refugee employment. These events educate events educate employers, connect job seekers with opportunities, and highlight positive outcomes. outcomes.

Some success stories for inspiration are available at our website website



The screenshot shows the website's header with the Interreg Baltic Sea Region logo, the European Union flag, and the text 'Co-funded by the European Union'. Below this is the Prosper BSR logo and a navigation menu with links for Home, Success Stories, Competence Assessment, Partner-Login, Events, and Training. The main content area features a title 'Success stories from Lithuania, Poland and Latvia: the integration of Ukrainian refugees' and three paragraphs of text. The first paragraph states that the integration of Ukrainian refugees into the labour markets of the Baltic region is showing impressive success. The second paragraph explains that these success stories provide insights into innovative approaches and inspiring examples of how companies have overcome challenges such as a shortage of skilled workers while making an important contribution to social integration. The third paragraph encourages users to find out more about the individual stories from Lithuania, Poland and Latvia and be inspired. Below the text is a bulleted list of links for success stories from Lithuania, Poland, and Latvia. At the bottom, there is a section titled 'Success Stories from Lithuania' with a partially visible image of a keyboard.

Interreg
Baltic Sea Region

Co-funded by
the European Union

RESILIENT ECONOMIES AND COMMUNITIES
Prosper BSR

Home [Success Stories](#) Competence Assessment ▾ Partner-Login Events Training

Success stories from [Lithuania](#), [Poland](#) and [Latvia](#): the integration of Ukrainian refugees

The integration of Ukrainian refugees into the labour markets of the Baltic region is showing impressive success. Companies and organisations in Lithuania, Poland and Latvia have not only created jobs, but also overcome cultural barriers and established supportive networks.

These success stories provide insights into innovative approaches and inspiring examples of how companies have overcome challenges such as a shortage of skilled workers while making an important contribution to social integration. From motivated workers in Lithuanian companies to social responsibility in Polish companies and Latvian initiatives to promote tolerance and cultural exchange, each story shows how engagement at the local level can overcome global challenges.

Find out more about the individual stories from Lithuania, Poland and Latvia and be inspired. Click on the respective sections to delve deeper and learn more about these remarkable examples.

- [Success Stories from Lithuania](#)
- [Success Stories from Poland](#)
- [Success Stories from Latvia](#)

Success Stories from Lithuania



Building Bridges: A Guide to Support Networks for Refugees



Defining Goals and Scope of Mentorship

Clarity of Purpose

Clearly define the goals of your mentorship program. Are you aiming to improve language skills, job readiness, or overall integration? A clear purpose ensures everyone is on the same page and contributes effectively.

Scope Considerations

Determine the scope of your program. Will it be open to all refugees or targeted at specific demographics or skill sets? A well-defined scope helps manage resources and tailor support to specific needs.

Recruiting and Screening Mentors

Mentors

1 Diverse Recruitment Strategies

Recruit mentors from diverse backgrounds, including professionals, community leaders, and former refugees. A diverse pool of mentors offers a range of experiences and perspectives.

3 Clear Expectations

Set clear expectations for mentors regarding time commitment, responsibilities, and ethical conduct. Clarity helps maintain the integrity and effectiveness of the program.

2 Thorough Screening Process

Implement a rigorous screening process, including background checks and interviews, to ensure mentors are committed, culturally sensitive, and capable of providing effective support.





Matching Mentors with Refugee Mentees



Skills and Interests

Consider the mentee's skills, interests, and career goals when matching them with a mentor. A strong alignment increases the likelihood of a successful and beneficial relationship.



Cultural Background

Take into account the mentee's cultural background and language proficiency. Matching based on cultural understanding can enhance communication and build trust.



Personal Compatibility

Assess personal compatibility through initial meetings or interviews. A good rapport between mentor and mentee fosters a supportive and encouraging environment.



Training Mentors on Cultural Sensitivity

Cultural Awareness Workshops

Conduct workshops to raise mentors' awareness of cultural differences, communication styles, and potential challenges refugees may face.

Trauma-Informed Training

Provide training on trauma-informed care to help mentors understand and respond sensitively to mentees who may have experienced trauma.

Ethical Guidelines

Establish ethical guidelines and boundaries to ensure mentors act responsibly and maintain the mentee's well-being and confidentiality.



Structuring the Mentorship Program

1

Defined Duration

Establish a clear duration for the mentorship, such as six months or one year, to provide structure and manage expectations.

2

Regular Meetings

Recommend a consistent frequency of meetings, such as weekly or bi-weekly, to maintain momentum and build a strong mentor-mentee relationship.

3

Structured Activities

Incorporate structured activities, such as goal-setting sessions, resume reviews, reviews, and mock interviews, to provide practical support and guidance.



Monitoring and Evaluating Mentorship Outcomes

1

Regular Check-Ins

Conduct regular check-ins with mentors and mentees to monitor progress, progress, address challenges, and provide ongoing support.

2

Feedback Collection

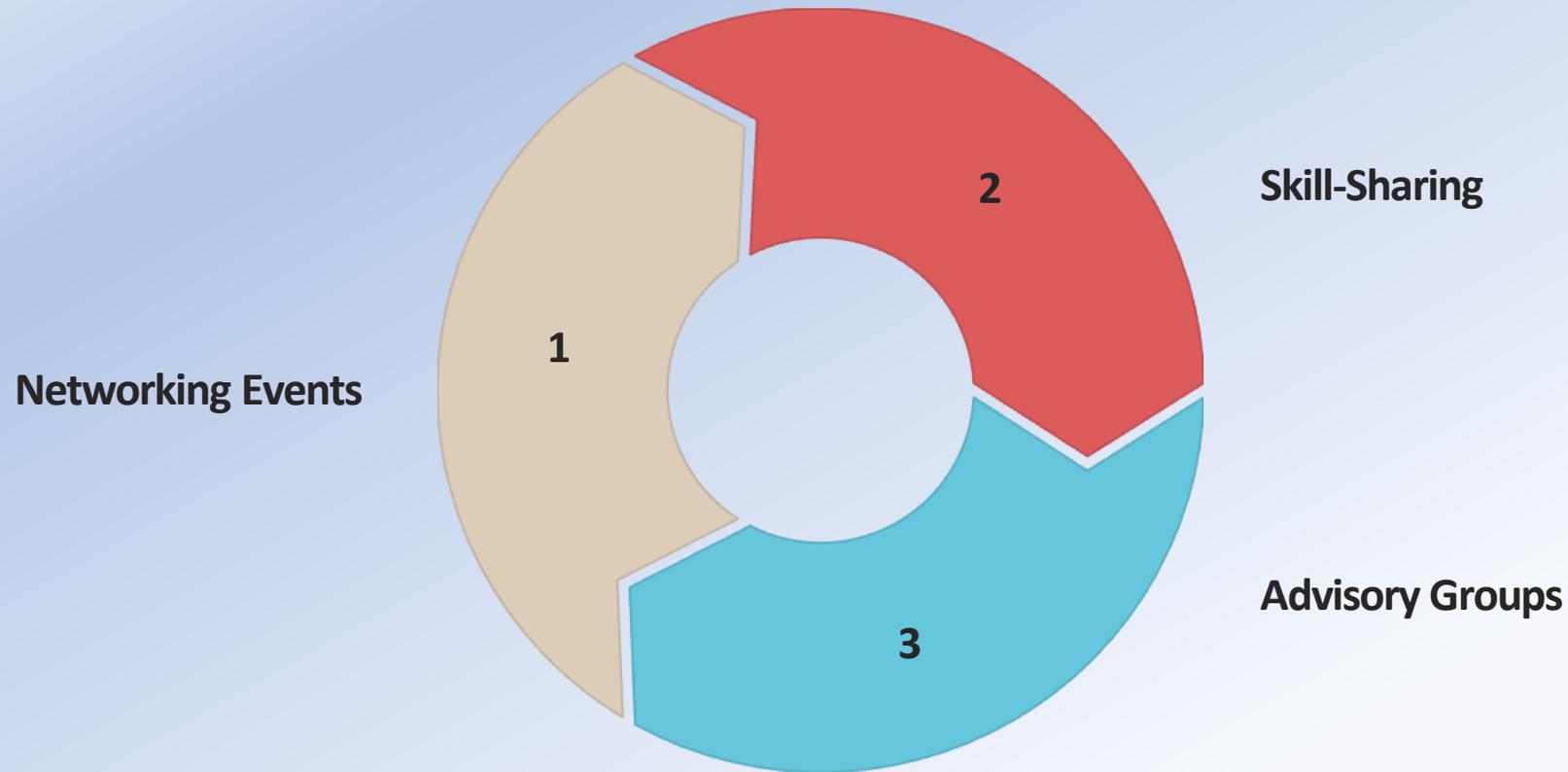
Gather feedback through surveys, interviews, and focus groups to assess the effectiveness of the mentorship program and identify areas for improvement.

3

Outcome Measurement

Measure key outcomes, such as job placements, language proficiency improvements, and increased social capital, to evaluate the overall impact of the impact of the program.

Facilitating Peer Support Among Refugees



Create networking opportunities for refugees to connect, share experiences, and build relationships. Organize skill-sharing workshops led by refugees to foster mutual learning and empowerment. Establish refugee advisory groups to inform chamber initiatives and ensure they are responsive to community needs.

Creating Networking Opportunities

1

Social Gatherings

2

Community Events

3

Mixers

Organize social gatherings, community events, and professional mixers to bring refugees together in a relaxed and informal setting. These events provide a platform for building friendships, exchanging information, and creating a sense of belonging.



Leveraging Technology for Networking

3

Online Platforms

For mentorship matching

100+

Virtual Events

Participants

5

Social Media

Groups

Utilize online platforms for mentorship matching to streamline the process and connect mentors and mentees efficiently. Host virtual networking events to reach a wider audience and audience and facilitate remote interactions. Create social media groups for information sharing, sharing, resource dissemination, and community building.

Key Takeaways



Clear Goals

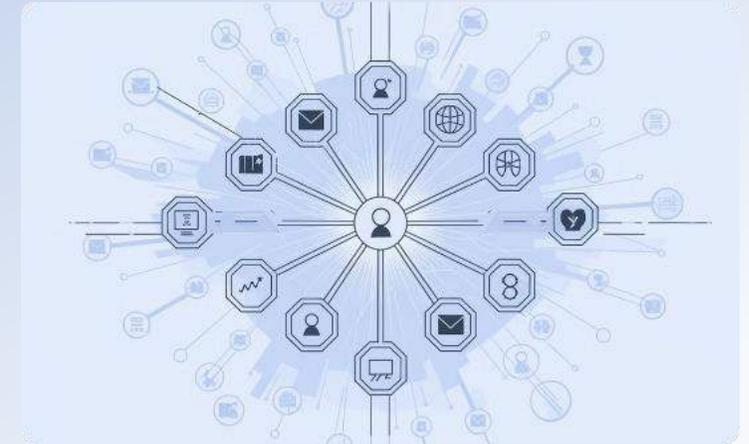
Define clear goals and scope for your mentorship program to ensure everyone is aligned.

Remember to continuously monitor and evaluate your initiatives to ensure they are meeting the needs of refugees and contributing to their successful integration. By taking these steps, we can build stronger, more inclusive communities.



Recruit and Screen

Implement a rigorous process to recruit and screen mentors effectively.



Technology

Leverage technology for networking and mentorship matching.

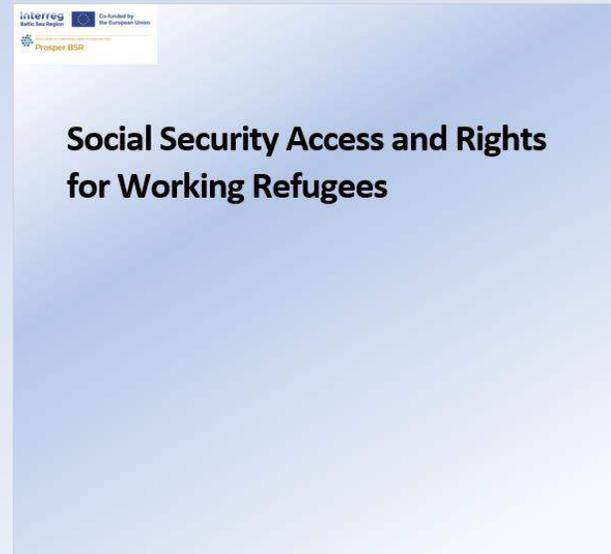
IV. Legal Issues



IV. Legal Issues : Overview



Navigating Work Permits and Visa Regulations for Refugees in Europe



Social Security Access and Rights for Working Refugees



Navigating Work Permits and Visa Regulations for Refugees in Europe

International Refugee Rights to Work: An Overview

Overview

1951 Refugee Convention

The 1951 Refugee Convention lays the groundwork for refugee rights, including the right to work. Article 17 specifically addresses employment, advocating for refugees to receive the same treatment as nationals concerning wage-earning employment.

Asylum Seekers vs. Refugees

It's crucial to understand the distinction. Asylum seekers are awaiting a decision on their refugee status, while recognized refugees have been granted asylum. Rights and work authorization processes differ significantly between these groups.

EU Temporary Protection Directive

The European Union Temporary Protection Directive, enacted in 2022, offers immediate protection and work authorization to refugees from Ukraine. This directive bypasses standard asylum procedures, granting quick access to employment and social services.

National Regulations on Refugee Employment in Europe

Types of Work Permits

Each European country has specific types of types of work permits available to refugees. These can range from general employment permits to permits tied to specific sectors or skills. Understanding the the options is critical for a successful application.

Application Processes

The application process varies by country, but country, but typically involves submitting submitting documentation such as proof of proof of identity, refugee status, and qualifications. Language proficiency and skills and skills assessments may also be required. required.

Restrictions and Conditions

Some work permits may have restrictions, such as sector-specific limitations. For example, certain example, certain permits might only be valid for employment in agriculture or construction. Always construction. Always check the fine print.



Navigating Timelines for Work Authorization in Europe



1

Asylum Seeker Waiting Periods

Asylum seekers often face waiting periods before they are allowed to work, ranging from several months to over a year, depending on the country. Policies can change, so stay updated on the latest regulations.

2

Work Permit Duration

Recognized refugees typically receive work permits that are valid for a specific duration, often one to three years. These permits are usually renewable, contingent on continued refugee status and employment conditions.

3

Expediting the Process

Strategies to expedite the process may include engaging with refugee support organizations, providing complete documentation, and demonstrating in-demand skills. Proactive steps can often shorten waiting times.

Special Provisions for Vulnerable Refugee Groups



Unaccompanied Minors

Unaccompanied minors are minors are entitled to special protection and support. Employment regulations are tailored to to their age and circumstances, often requiring additional oversight and safeguarding safeguarding measures.



Victims of Trafficking

Victims of trafficking are are entitled to specific assistance, including access access to safe housing, medical care, and legal support. Work authorization is often expedited to facilitate their independence and integration.



Elderly Refugees

Elderly refugees face particular challenges in securing employment. Programmes that offer skills training, language courses and job matching matching services are crucial to successful integration.



Employer Obligations When Hiring Hiring Refugees in Europe

1 Verification of Work Authorization

Employers must verify that refugees possess valid work authorization before hiring them. This typically involves checking documentation provided by the refugee and confirming its authenticity with relevant authorities.

2 Record-Keeping Requirements Requirements

Employers are required to maintain records of refugee employees, including their work authorization documents and employment contracts. Accurate record-keeping ensures compliance with labour laws and regulations.

3 Non-Discrimination Policies

Employers must adhere to non-discrimination policies, ensuring that refugees are treated fairly and equitably in the workplace. Discrimination based on refugee status is illegal and can result in legal action.



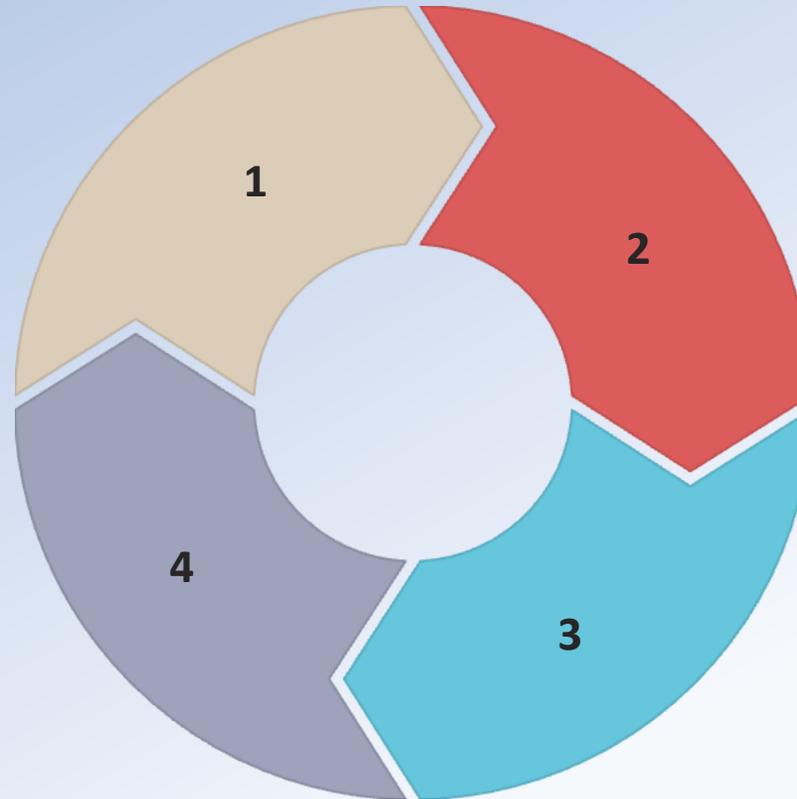
Language Training: A Key to Employment Success

Enroll in Courses

Sign up for language courses designed for refugees, focusing on workplace vocabulary and communication skills.

Utilize Online Resources

Take advantage of free online language learning platforms and apps to supplement formal training.



Practice Daily

Dedicate time each day to practice speaking, speaking, reading, and writing in the local language. Immersion is key.

Seek Conversation Partners

Find native speakers willing to engage in conversation, providing valuable feedback and improving fluency.



Skills Assessment and Recognition: Showcasing Your Talents

Identify Your Skills

1

Take inventory of your existing skills, including professional qualifications, work experience, and any vocational training.

2

Seek Recognition

Explore opportunities to have your qualifications formally recognized in Europe, which may require assessment and certification.

3

Address Skill Gaps

Identify any skill gaps that may hinder employment prospects and seek seek training or education to bridge these gaps.

Job Search Strategies for Refugees in Europe

Networking

Attend job fairs and workshops, connect with local professionals, and leverage social media platforms like LinkedIn to expand your professional network. Networking can open doors to hidden job opportunities.

Online Job Boards

Utilize online job boards, such as Indeed, LinkedIn, and local employment websites, to search for vacancies matching your skills and experience. Tailor your CV and cover letter to each specific job application.

Recruitment Agencies

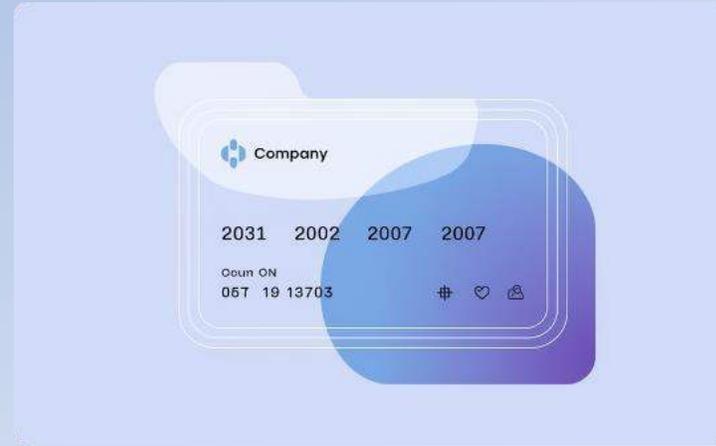
Engage with recruitment agencies specializing in placing refugees and immigrants. These agencies can provide personalized support and connect you with employers actively seeking diverse talent.

Financial Support and Resources for Refugees



Financial Aid

Explore available financial aid programs, including unemployment benefits, housing assistance, and social welfare payments. These resources can provide a safety net while you seek employment.



Healthcare Access

Understand your rights to healthcare access and enroll in relevant health insurance schemes. Access to quality healthcare is essential for your well-being and ability to work effectively.



Housing Support

Seek assistance with finding affordable housing, which may include subsidized apartments, shared accommodation, or temporary shelters. Stable housing is crucial for successful integration.

Overcoming Challenges and Building Resilience

1

Seek Support

Connect with refugee support groups, mentors, and mental health professionals to address challenges and build resilience.

2

Stay Positive

Maintain a positive outlook, focusing on your strengths and accomplishments, and celebrate small victories along the way.

3

Learn from Setbacks

View setbacks as learning opportunities, adapt your strategies, and persist in your job search efforts.



Key Takeaways and Next Steps for Refugees in Europe

We covered the essentials of work permits, visa regulations, and strategies for securing employment in Europe. Remember, understanding your rights, seeking support, and building resilience are critical for success.

Your next steps should include: Researching specific work permit requirements in your requirements in your country of residence, enrolling in language and skills training programs, and actively networking with professionals in your field.

With perseverance and the right resources, you can navigate the job market and build a and build a fulfilling career in Europe. We wish you the best of luck in your job search!
job search!

Social Security Access and Rights Rights for Working Refugees



Eligibility for Social Security Benefits

Refugee Status Differences

Eligibility for social security benefits varies depending on the refugee's status. Asylum seekers may have limited access compared to recognized refugees, who generally have the same rights as citizens. Understanding these distinctions is vital for accessing appropriate support.

Minimum Employment Periods

Access to many social security benefits requires meeting minimum employment period thresholds. These periods can range from a few months to several years, depending on the benefit and the country. Meeting these requirements ensures eligibility for crucial support systems.

Types of Social Security Benefits

Unemployment Insurance

Unemployment insurance provides temporary financial assistance to workers who have lost their jobs through no fault of their own. It helps cover basic living expenses while individuals seek new employment opportunities.

Health Insurance

Access to health insurance ensures that refugees can receive necessary medical care without facing overwhelming financial burdens. This is a critical component of social security, promoting overall well-being and integration.

Pension Contributions

Pension contributions help refugees build long-term financial security for retirement. These contributions accumulate over time, providing a stable source of income in later life and promoting financial independence.

Family Benefits

Family benefits, such as child allowances and parental leave, support refugee families in raising their children. These benefits help cover the costs of childcare, education, and other essential needs, promoting family stability.



Registration Processes for Social Security



Required Documents

Registration for social security requires specific documents, such as refugee status confirmation, proof of employment, and identification. Gathering these documents is a critical first step in accessing benefits and support.



Responsible Agencies

Different agencies are responsible for social security registration, depending on the type of benefit and the country. Identifying the correct agency is essential for a smooth and efficient registration process.



Online vs. In-Person

Registration can often be done online or in person, depending on the agency and available resources. Online registration can be more convenient, while in-person registration provides direct assistance.

Portability of Social Security Benefits

1

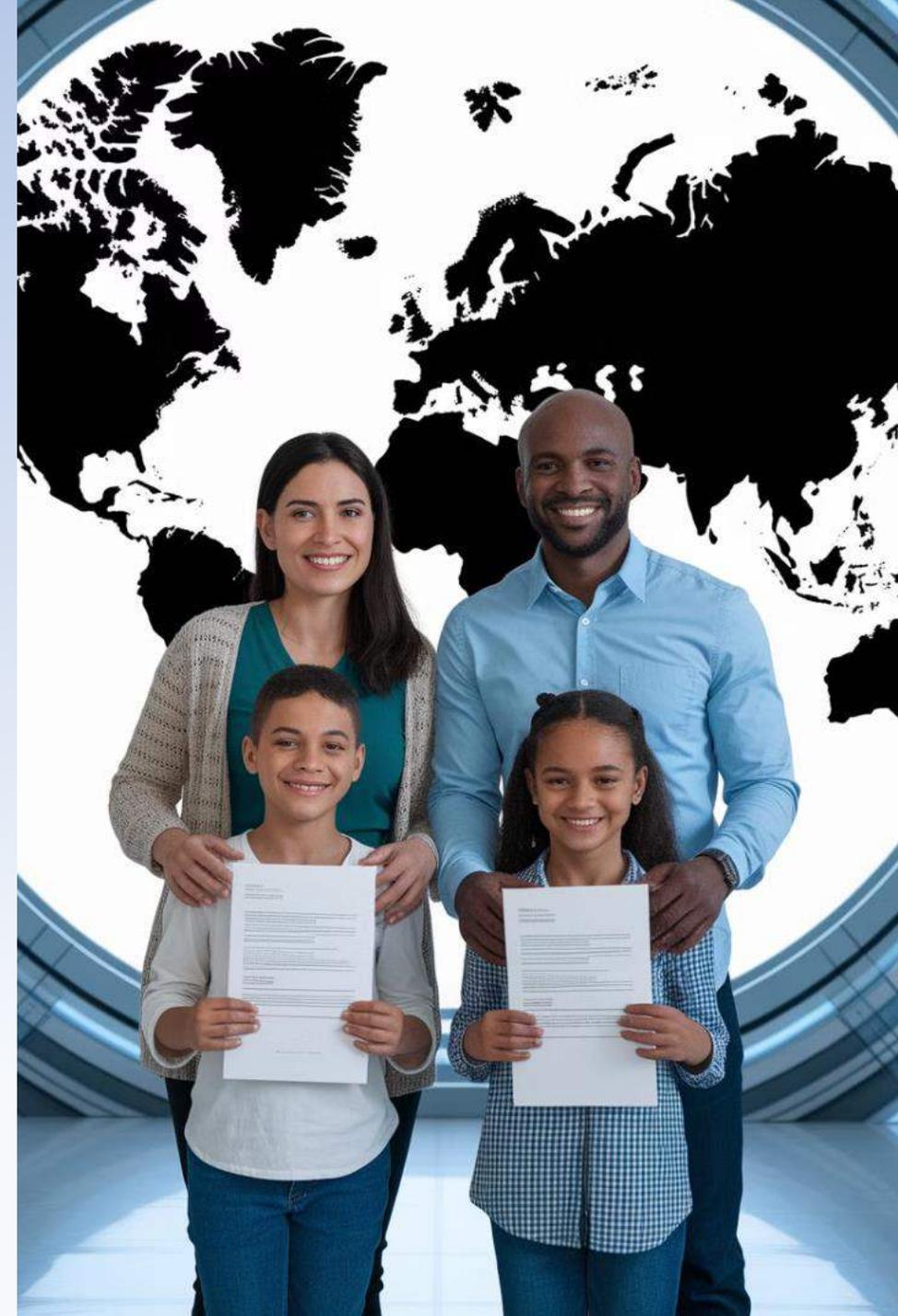
Bilateral Agreements

Some countries have bilateral agreements that allow refugees to transfer their social security benefits to their country of origin. These agreements help maintain financial security even when refugees return home.

2

EU Regulations

EU regulations on social security coordination enable refugees to maintain their benefits when moving between EU member states. This promotes mobility and ensures continued support across borders.



Unemployment Insurance: A Safety Net

Safety Net

1

Eligibility Criteria

To qualify for unemployment insurance, refugees typically need to have worked for a certain period and lost their job through no fault of their own. Specific requirements vary by country and region.

2

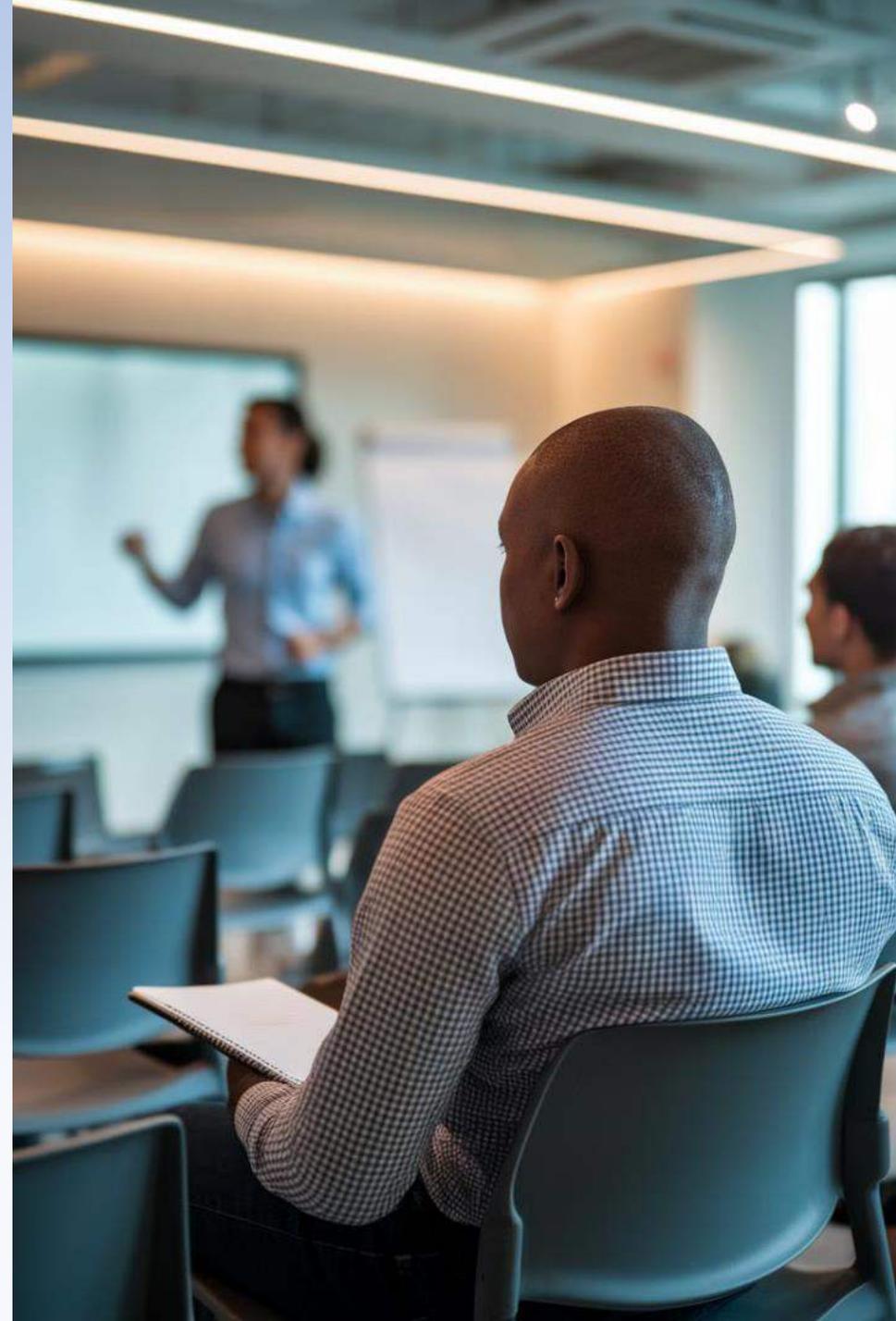
Benefit Duration

The duration of unemployment insurance benefits is usually limited, ranging from a few months to a year. Understanding the duration is critical for planning and seeking new employment opportunities.

3

Job Search Requirements

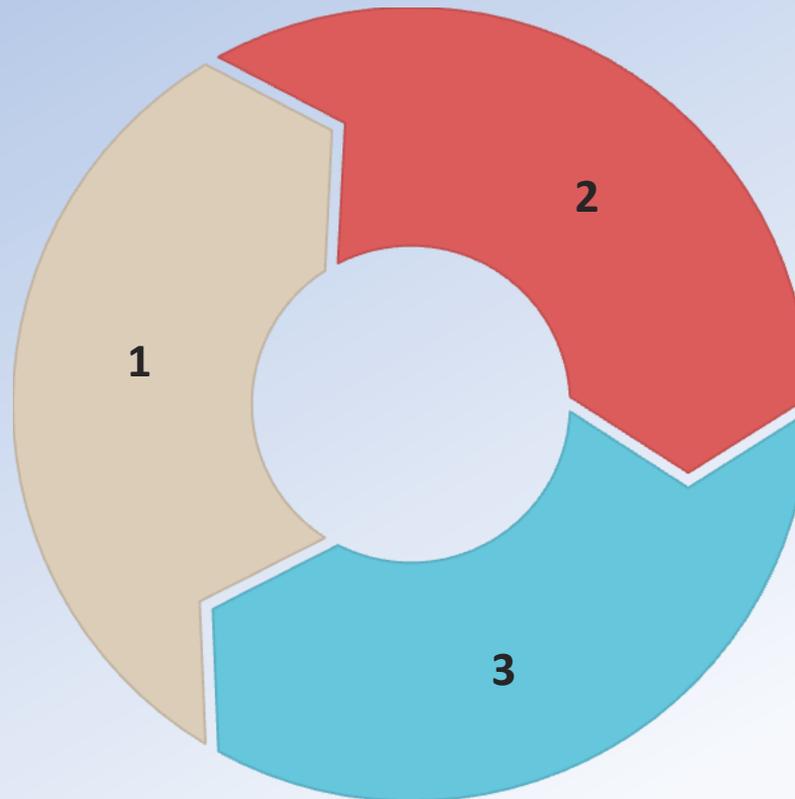
Recipients of unemployment insurance are often required to actively search for a new job and participate in job training programs. These requirements help ensure a return to the workforce.



Accessing Health Insurance as a Refugee

Public Health Systems

Many countries provide access to public health systems for refugees, ensuring basic medical care. Understanding the scope of coverage is essential for accessing needed services.



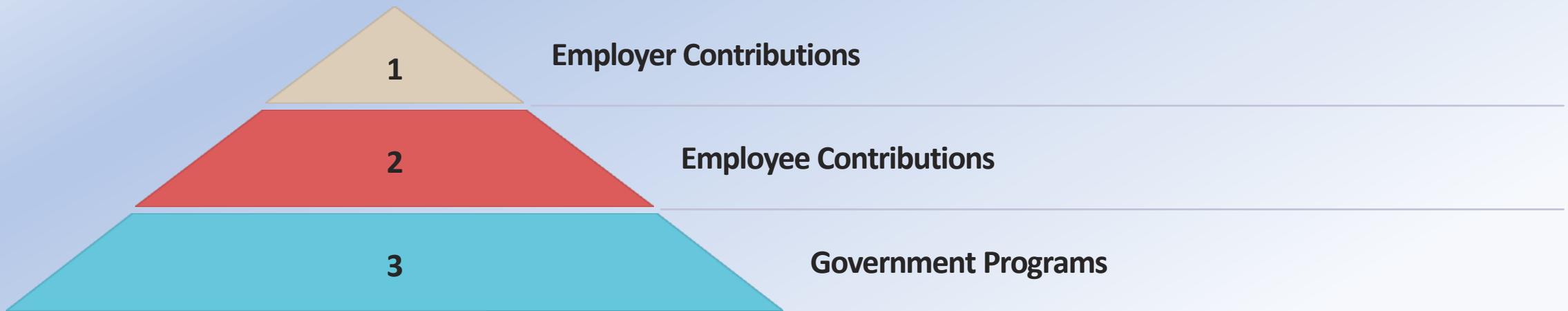
Private Health Insurance

Some refugees may have access to private health insurance through their employer or other means. Private insurance can offer more comprehensive coverage and faster access to care.

NGO Support

Non-governmental organizations (NGOs) often provide health services and assistance to refugees, filling gaps in public and private systems. These organizations can be a valuable resource.

Pension Contributions: Planning for the Future



Pension contributions are a critical component of long-term financial security. Many refugees contribute to pension funds through their employers, while some may be eligible for government-sponsored programs. Understanding these options ensures a stable income for retirement.

Family Benefits: Supporting Refugee Families

1

Child Allowances

2

Parental Leave

3

Education Grants

Family benefits provide essential support to refugee families in raising their children. Child allowances, parental leave, and education grants help cover the costs of childcare, education, and other essential needs, promoting family stability and well-being.



Overcoming Barriers to Social Security Access

1

Language

Language barriers can hinder refugees' ability to ability to navigate social security systems. Language assistance programs are crucial for for overcoming this obstacle.

2

Information

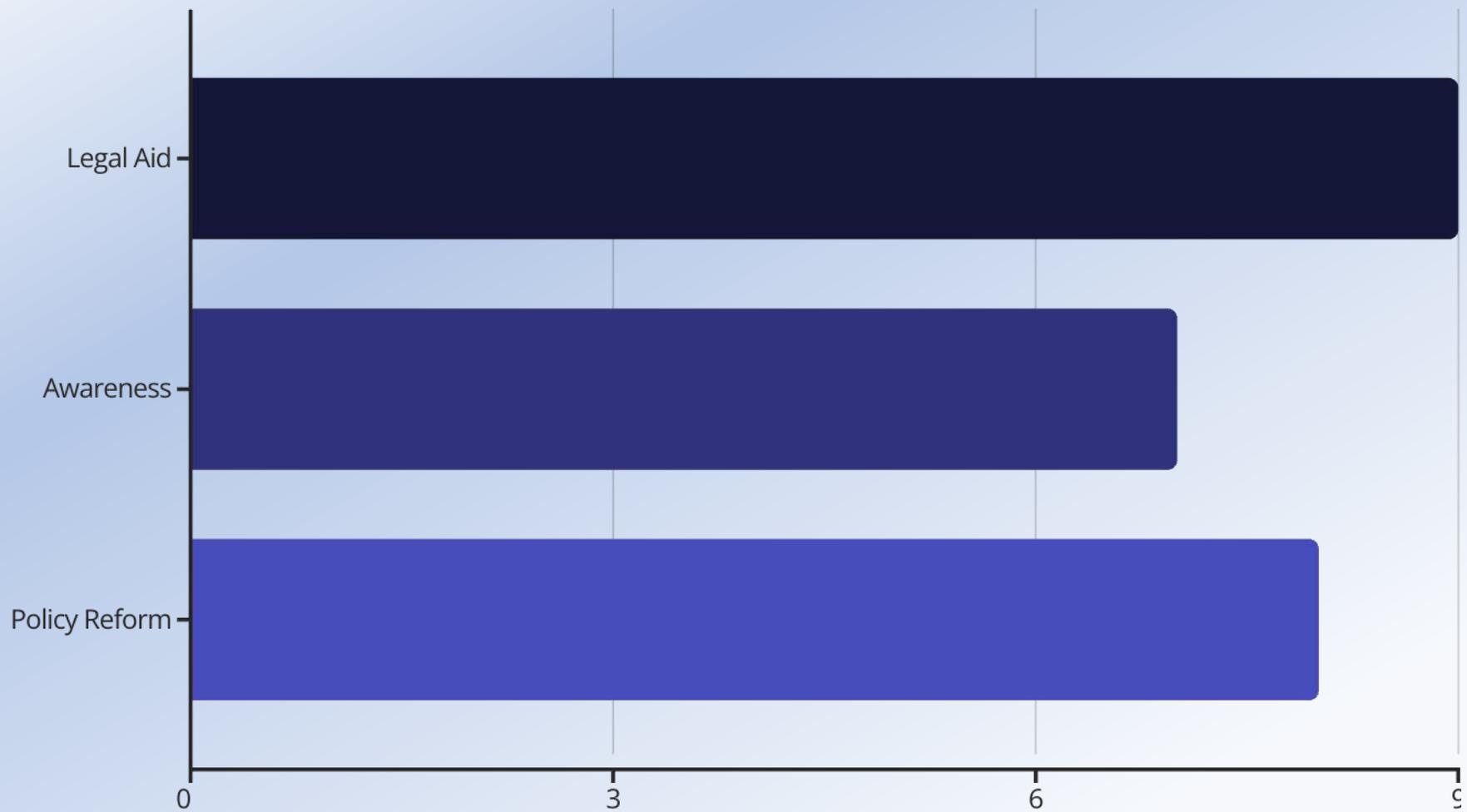
Lack of information about rights and processes processes can prevent refugees from accessing accessing benefits. Accessible and clear information is essential.

3

Bureaucracy

Complex bureaucratic procedures can be overwhelming. Simplification and support can help refugees navigate these processes. processes.

The Role of Advocacy in Protecting Refugee Rights



Advocacy plays a crucial role in protecting the social security rights of refugees. Legal aid ensures fair treatment, awareness campaigns educate refugees about their rights, and policy reform efforts improve the overall system. A comprehensive approach is essential for effective advocacy.

Key Takeaways and Next Steps



Understand Eligibility

Determine your eligibility based on refugee status and employment history.



Gather Required Documents

Collect all necessary documents for registration.



Seek Assistance

Reach out to NGOs and legal aid organizations for support.

This presentation has provided an overview of social security access and rights for working refugees. By understanding your eligibility, gathering required documents, and seeking assistance when needed, you can ensure access to the benefits and support you deserve. Remember, advocacy and awareness are key to protecting these rights.

VII. Employer Education

Understanding Refugee Employment



VII. Employer Education : Overview





Unlocking Untapped Potential: Hiring Refugees

Myth: It's Illegal to Hire Refugees

The Truth

Refugees possess the legal right to work in the US. They are authorized to work upon arrival. Employers have no legal restrictions preventing their hire.

Employer Protections

Employers have the same protections hiring refugees. Compliance with standard labor laws protects both parties.

Reality: Refugees' Legal Rights to Work

1

Authorized to Work

Refugees are legally authorized to work. This authorization is granted upon arrival in arrival in the US.

2

No Special Permissions Needed

Employers do not need special permission. The process is similar to hiring any hiring any authorized worker.

3

Equal Employment Opportunity Opportunity

Refugees are protected by equal opportunity opportunity laws. Employers cannot discriminate based on refugee status.



Myth: Refugees Lack Relevant Skills



Diverse Skill Sets

Refugees bring diverse skills and experiences. These span various industries and professions.



Qualification Recognition

Processes exist to assess skills. Qualification recognition helps match skills to job requirements.



Adaptability

Many refugees show great adaptability. They are quick learners and dedicated employees.

Reality: Highlighting Diverse Skill Skill Sets

1 Professional Backgrounds

Many refugees hold advanced degrees. Some have extensive professional experience.

2 Untapped Potential

Refugees offer untapped potential across industries. Their skills often exceed initial initial perceptions.

3 Global Perspectives

Diverse backgrounds enrich problem-solving. Refugees contribute unique unique global perspectives.



Myth: Language Issues Make Refugees Unemployable

Language Support

Language support options are readily readily available. These can bridge bridge communication gaps.

Benefits of Multilingualism

Multilingualism enhances customer service. It also expands market reach and global capabilities.

Overcoming Barriers

Success stories highlight overcoming language barriers. They showcase effective effective strategies and outcomes.



Reality: Language Support Options

ESL Programs

English as a Second Language (ESL) programs improve proficiency. Many free and low-cost options exist.

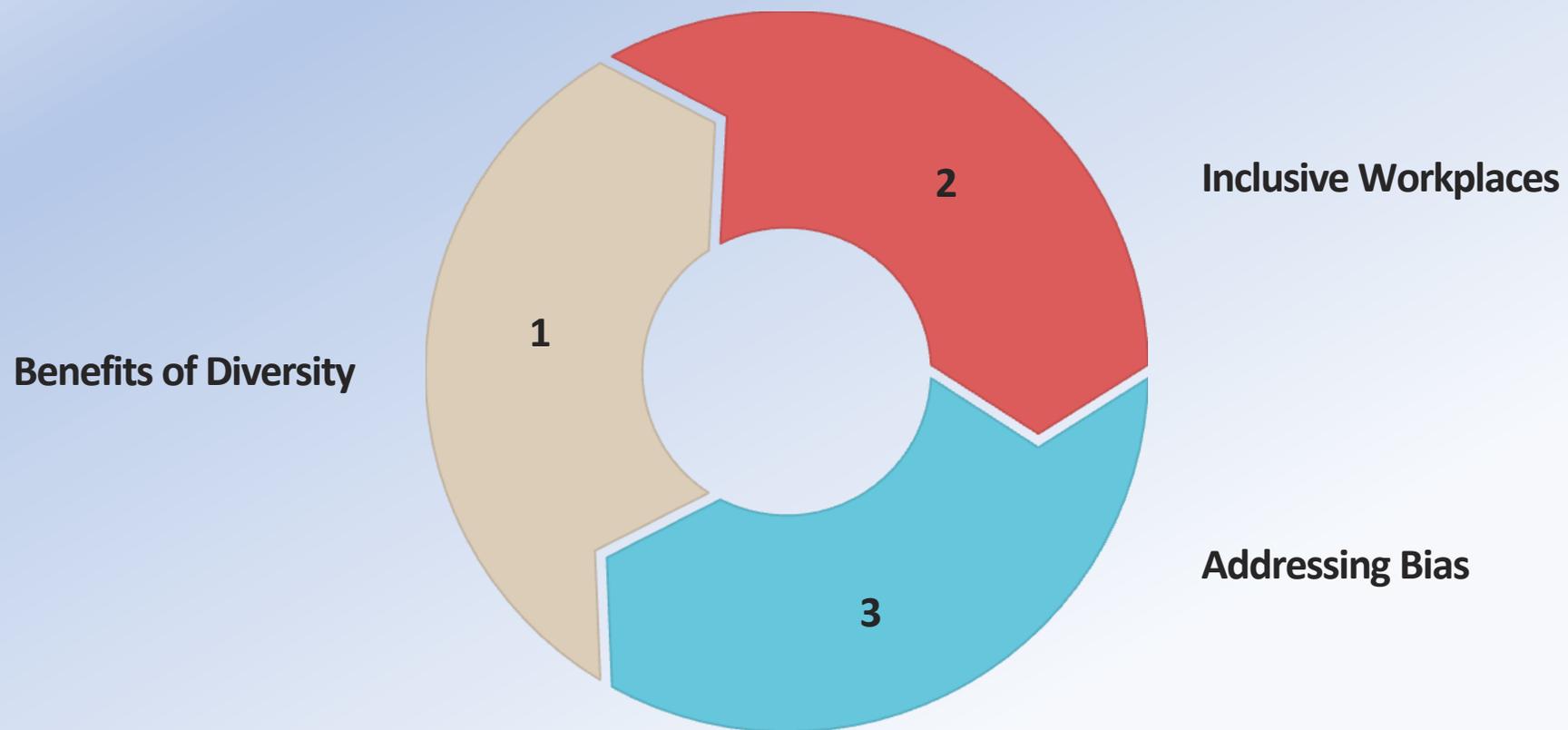
Translation Services

Translation services facilitate communication. They support effective workplace interactions.

Mentorship Programs

Mentorship programs pair refugees with native speakers. This enhances language skills and cultural integration.

Myth: Refugees Won't Fit into Our Culture





Reality: Diversity and Inclusion Strategies

Cultural Sensitivity Training

Trainings enhance cultural awareness. They promote respectful workplace interactions.

1

Inclusive Hiring Practices

Blind resume reviews reduce bias. Structured interviews ensure fair assessments.

3

Employee Resource Groups

ERGs support diverse employees. They foster a sense of belonging and community.

2

Myth: Refugees Will Leave as Soon as They Can

1

Long-Term Integration

Understanding motivations.

2

Retention Rates

Commitment of employees.

3

Employee Loyalty

Building a strong team.

Reality: Refugee Motivation for Long-Term Integration



Refugees seek stability and new beginnings. They often demonstrate high loyalty and commitment.



Myth: Hiring Refugees Involves Too Much Paperwork

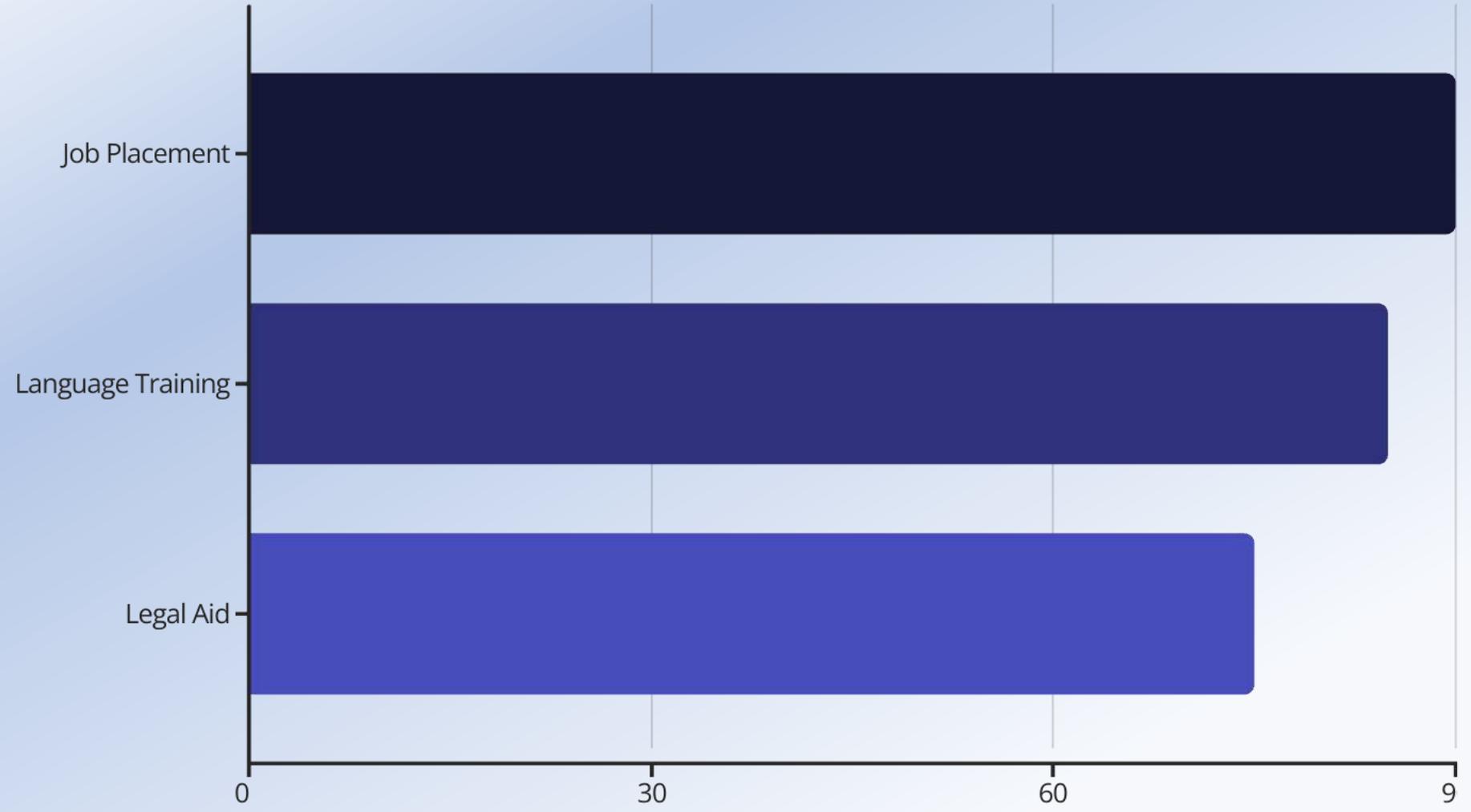
Compared to other international hires:

Standard HR paperwork

Available Support Services

Guidance through the hiring process

Reality: Support Services Available



Several organizations offer hiring assistance. They help streamline processes and provide resources.

Next Steps: Hiring a Refugee



**Partner with resettlement agencies.
agencies.**

Find qualified candidates.



Create inclusive hiring practices.

Ensure fair opportunities.



Celebrate success stories.

Inspire others to join.



Unlocking Untapped Potential: Potential: The Benefits of Hiring Hiring Refugees



Addressing Critical Skills Gaps



Diverse Talent

Access a wider range of skills and experiences.
Filling hard-to-recruit positions.



Unique Perspectives

Bringing fresh ideas and innovative approaches
to problem-solving.



Specific Skills

Many refugees possess valuable skills in high-
demand industries.

Enhancing Workplace Diversity & Inclusion

Improved Creativity

Diverse teams foster innovation and better better solutions.

Better Representation

Reflect your diverse customer base for stronger connections.

Inclusive Culture

Create a welcoming environment for all employees.

High Motivation & Loyalty

1 Strong Work Ethic

Refugees are often highly motivated and eager to contribute.

2 Desire to Integrate

Committed to building a new life and career.

3 Lower Turnover

Greater job satisfaction leads to longer tenures.

4 Personal Investment

Refugee employees are personally invested in their success.





Language Skills & Cultural Knowledge

New Market Expansion

Access diverse language skills for for global reach.

Improved Communication

Enhance client relationships through cultural understanding.

Global Competitiveness

Gain a competitive edge in the international market.

Innovation & Adaptability

1

Fresh Perspectives

Bringing unique insights to existing processes.

2

Resilience

Overcoming challenges fosters adaptability.

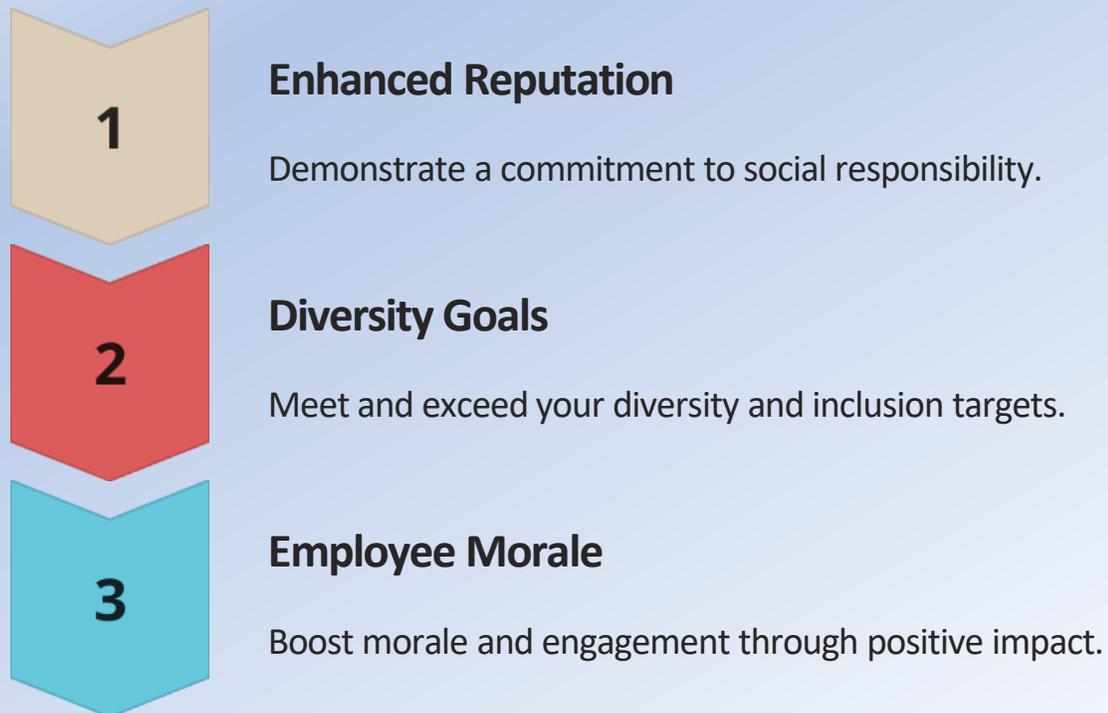
3

Creative Solutions

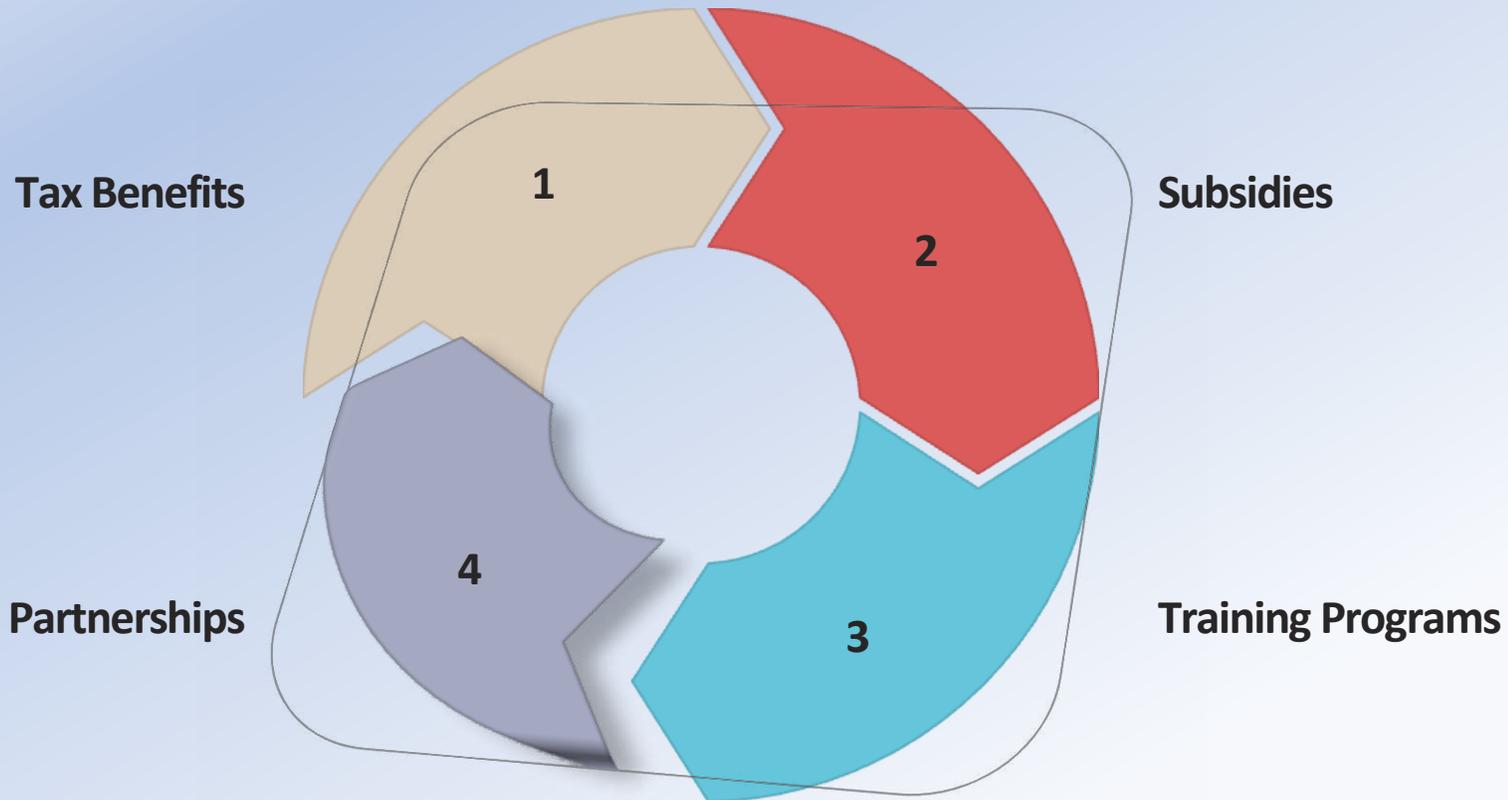
Developing innovative approaches to problem-solving.



Corporate Social Responsibility (CSR) Benefits

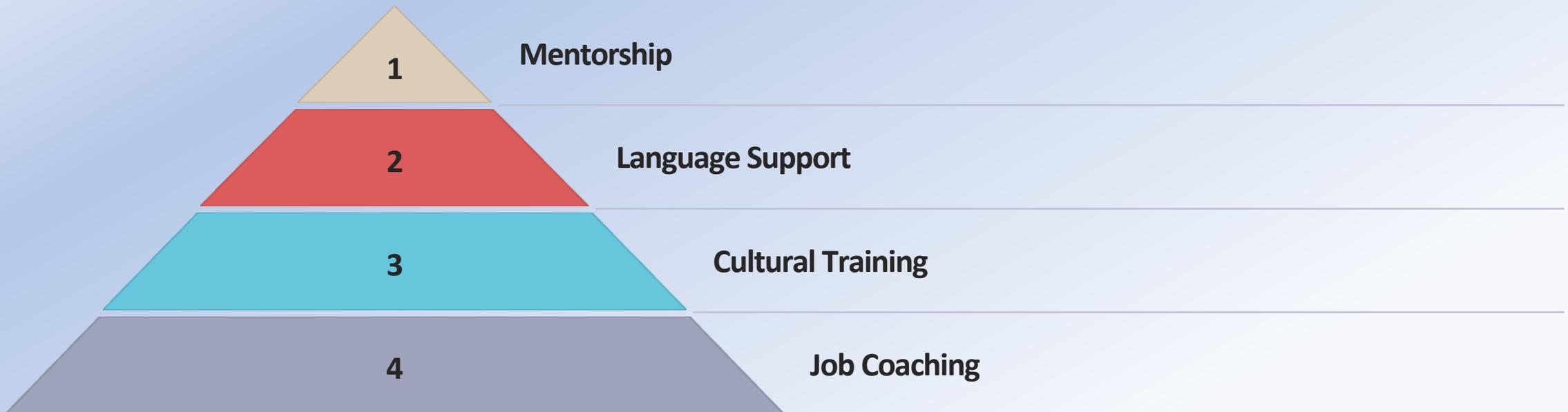


Government Incentives & Support



Many governments offer financial incentives and support programs to employers who hire refugees. These incentives can help offset the costs of offset the costs of training and integration.

Breaking Down Barriers: Integration Strategies



Successful integration requires dedicated strategies such as mentorship, language support, and cultural awareness training for both refugee employees both refugee employees and existing staff. Investing in these areas yields significant returns.

Refugees as Entrepreneurs: Boosting Local Economies

1

New Businesses

2

Job Creation

3

Innovation

Many refugees possess entrepreneurial spirit and skills, contributing to economic growth by starting new businesses and creating employment opportunities. Supporting refugee entrepreneurship can revitalize local communities.

Success Story: From Refugee to Valued Employee

Challenges Overcome

Share a specific example of a refugee employee's journey.

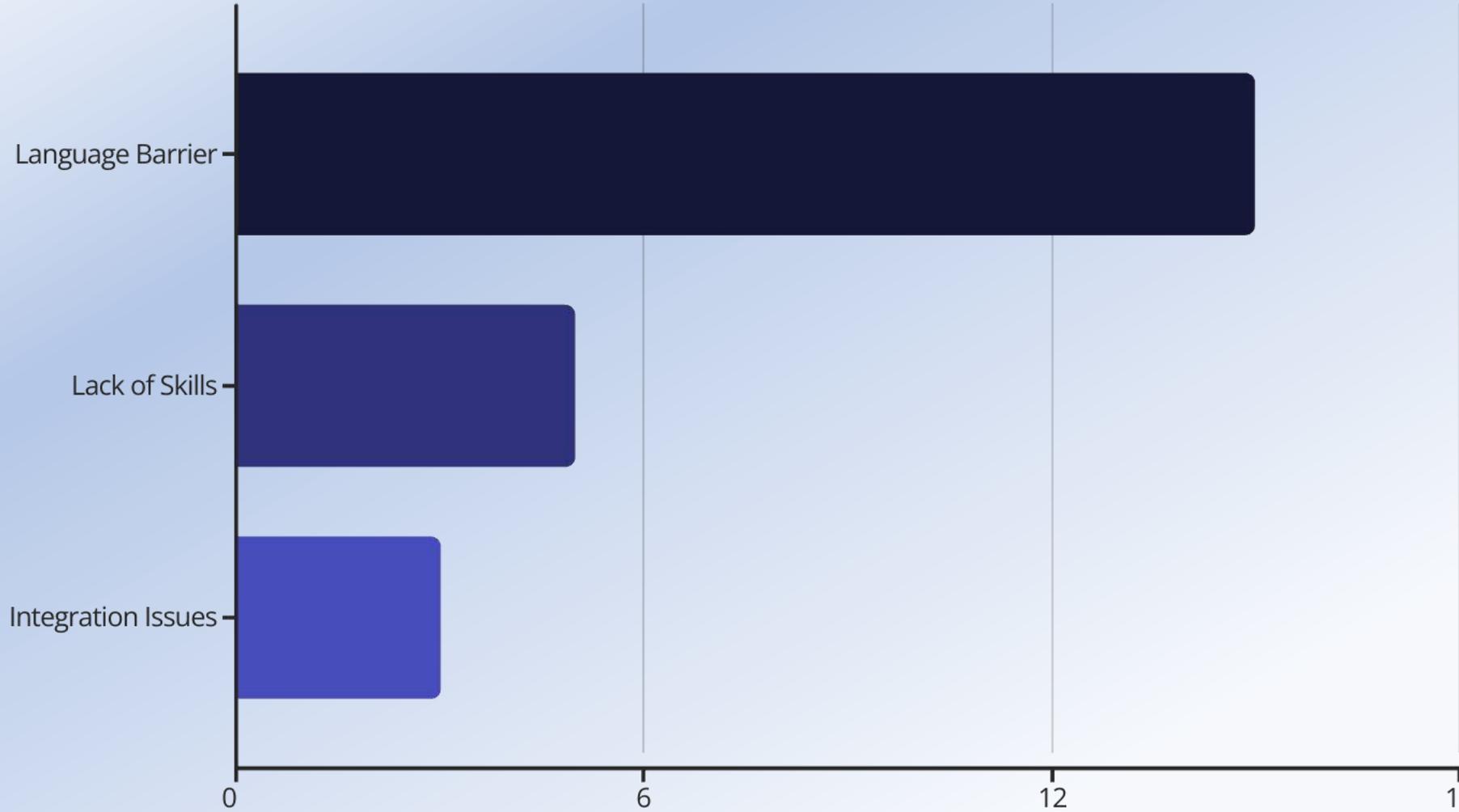
Contributions Made

Highlight their skills, achievements, and positive impact.

Company Benefits

Quantify the value they bring to the organization.

Debunking Myths: Addressing Common Concerns



Addressing the various reasons companies have given for being hesitant when hiring refugees.

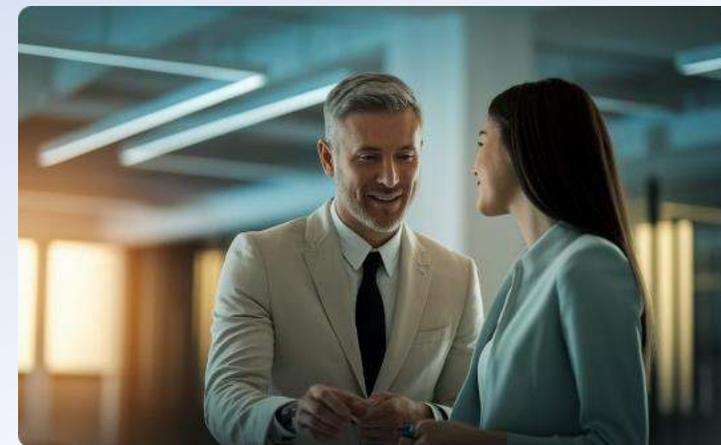
Building a Welcoming Workplace: Resources and Support



Language Training



Cultural Sensitivity



Mentorship Programs

Key Takeaways: The Win-Win Opportunity

- Refugees offer valuable skills and experience.
- Hiring refugees enhances diversity and inclusion.
- Refugee employees are highly motivated and loyal.
- Government incentives can support your efforts.
- Investing in integration creates a positive impact.



Next Steps: Embracing the Potential

Explore partnership opportunities with refugee resettlement agencies. Review your diversity and inclusion policies. Implement targeted recruitment strategies. Invest in employee training and support programs. Unlock the untapped potential of refugee talent.

Creating Inclusive Workplaces for Refugees and Immigrants



Developing a Diversity and Inclusion Policy

Key Elements

- Statement of commitment
- Definition of diversity and inclusion
- Responsibilities and accountability

Implementation Strategies

- Communicate the policy widely
- Provide training and resources
- Monitor and evaluate effectiveness

Cultural Sensitivity Training for Staff

1 Awareness of Cultural Differences

Understand varying customs, values, and beliefs. Recognize potential misunderstandings and biases.

2 Promoting Respectful Communication

Encourage active listening and empathy. Use inclusive language and avoid stereotypes.



Adapting Onboarding Processes



Buddy Systems

Pair new hires with experienced employees for guidance and support.



Translated Materials

Provide essential documents in multiple languages for better understanding.



Multilingual Support

Offer language assistance to help navigate workplace communication.





Accommodating Religious/Cultural Practices

1

Prayer Spaces

Designate quiet areas for prayer and meditation.

2

Flexible Holiday Policies

Recognize and accommodate diverse religious holidays.

3

Dietary Needs

Offer diverse meal options, considering religious or ethical reasons.

Promoting Inclusive Communication

1

Use Plain Language

Avoid jargon and complex terminology for clarity.

2

Language Support

Offer translation or interpretation when necessary.

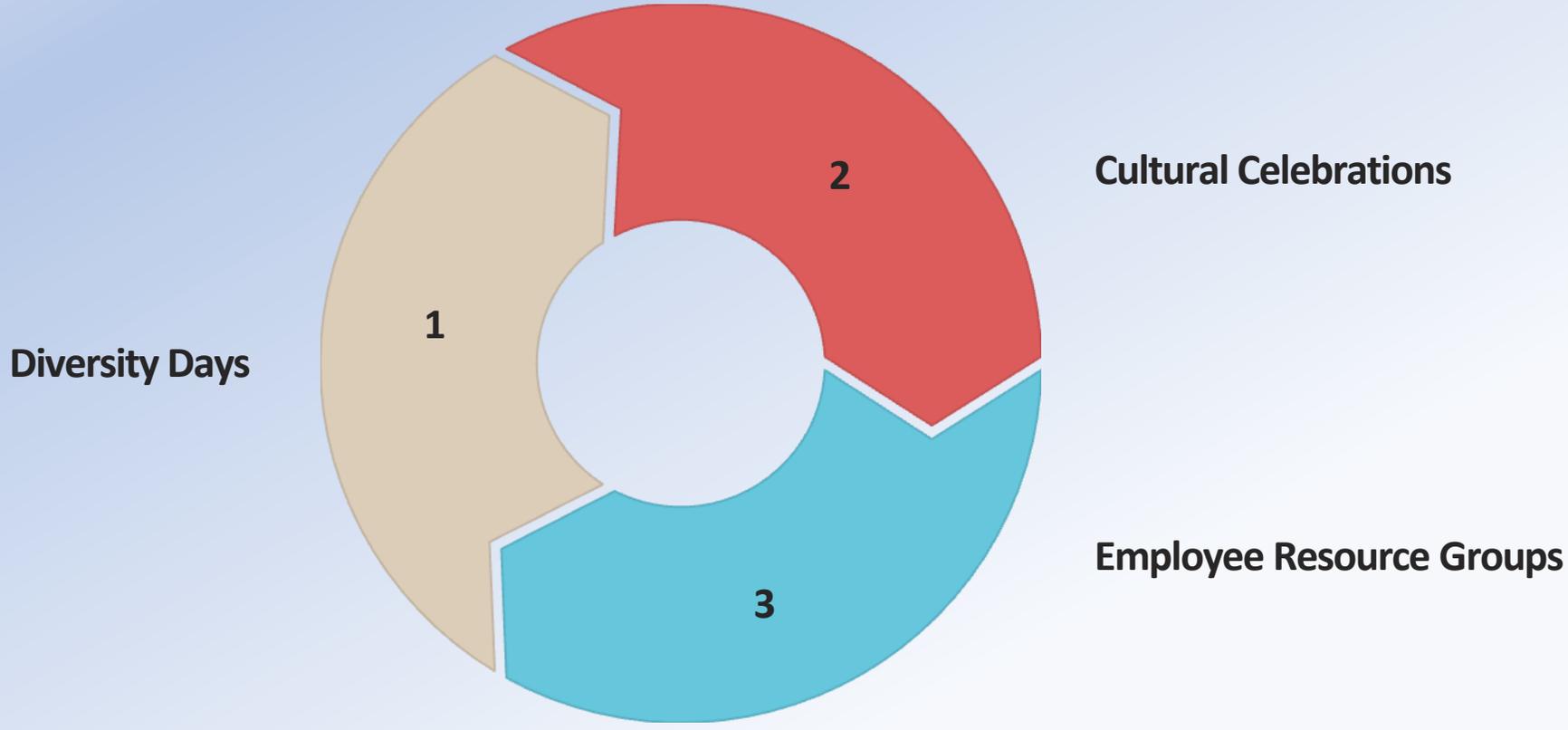
3

Visual Aids

Employ graphics to enhance understanding.



Creating Cultural Exchange Opportunities



Addressing Discrimination or Conflicts

1

Clear Reporting

2

Fair Resolution

3

Confidentiality

Measuring and Monitoring Inclusion





Employee Surveys: A Key Tool

Anonymous Feedback

Encourage honest opinions without without fear of retribution.

Regular Assessments

Conduct surveys periodically to track track progress and identify emerging emerging issues.

Actionable Insights

Use survey results to inform and improve inclusion strategies.

Additional Tips for Success

Leadership Commitment

Secure buy-in from top management.

Employee Involvement

Engage employees in the process.



Benefits of Inclusive Workplaces

1 Increased Innovation

Diverse perspectives spark creativity.

2 Improved Employee Engagement

Feeling valued boosts morale.
morale.

3 Enhanced Reputation

Attract top talent and customers.

Key Takeaways

Inclusion is not just a buzzword; it's a business imperative. By creating inclusive workplaces, organizations can foster innovation, improve employee engagement, and enhance their reputation.

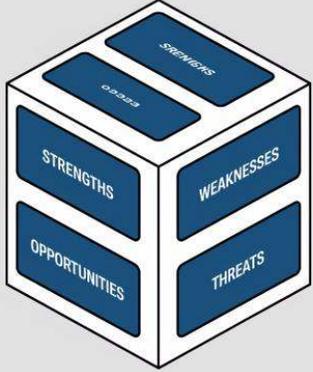


VIII. Action Planning

Action Planning



VIII. Action Planning: Overview



SWOT Analysis: Integrating Refugees into the Labor Market

Interreg
Baltic Sea Region

Co-funded by
the European Union

Prosper BSR

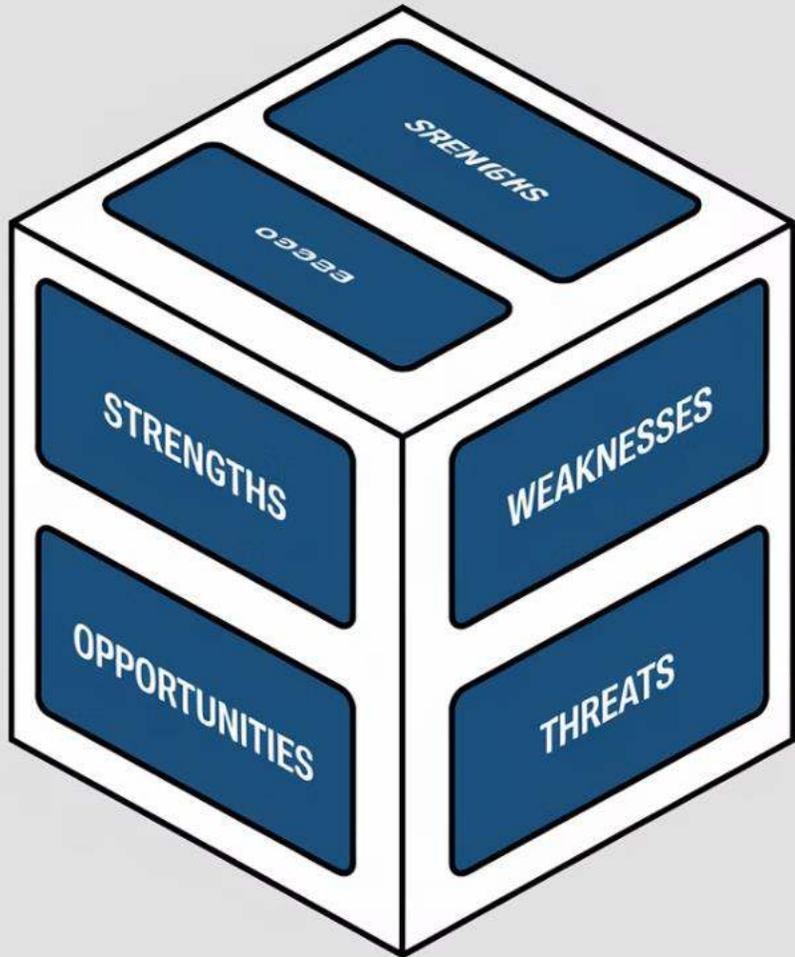


Setting SMART Goals for Refugee Integration

Interreg
Baltic Sea Region

Co-funded by
the European Union

Prosper BSR



SWOT Analysis: Integrating Refugees into the Labor Market

Introduction to SWOT Analysis

SWOT analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business venture. Strengths and weaknesses are internal factors, while opportunities and threats are external. Applying SWOT to refugee integration allows for a comprehensive understanding of the landscape, identifying areas of success and areas needing improvement. This methodology is valuable for making informed decisions and developing effective strategies.

1 Strengths

Internal attributes that are helpful to achieving the objective.

2 Weaknesses

Internal attributes that are harmful to achieving the objective.

3 Opportunities

External conditions that are helpful to achieving the objective.

4 Threats

External conditions that are harmful to achieving the objective.



Strengths: What's Working Well?

Current refugee integration efforts benefit from several strengths. Many programs offer language training and skills development, equipping refugees with essential tools for employment. Government and NGO partnerships enhance resource allocation and program reach. Community support networks provide crucial social and emotional assistance, fostering a sense of belonging. Additionally, some employers actively seek to hire refugees, recognizing their diverse talents and contributions.

Language Training

Providing essential communication skills.

Skills Development

Equipping refugees with marketable job skills.

Community Support

Fostering a sense of belonging and social integration.



Weaknesses: Gaps and Challenges

Despite notable strengths, current refugee integration programs face significant challenges. Limited funding and resources constrain the scale and scope of available services. Bureaucratic hurdles and complex application processes impede access to employment opportunities. Discrimination and bias in the labor market persist, hindering fair consideration of refugee candidates. Furthermore, inadequate recognition of foreign qualifications and experience poses a barrier to professional integration.

1

Limited Funding

Constrains program scale and scope.

2

Bureaucratic Hurdles

Impedes access to employment opportunities.

3

Discrimination and Bias

Hinders fair consideration of refugee candidates.

Opportunities: Leveraging External Factors

External factors present numerous opportunities to enhance refugee integration. Growing demand for skilled labor in certain sectors can be leveraged by aligning training programs with industry needs. Technological advancements, such as online learning platforms, can expand access to education and skills development. Increased public awareness and advocacy can foster a more inclusive and welcoming environment. Collaboration with businesses to create internship and apprenticeship programs can provide valuable practical experience.

Demand for Skilled Labor

Align training programs with industry needs.

Technological Advancements

Expand access to education and skills development.



Threats: External Challenges

Several external threats can impede refugee integration efforts. Geopolitical instability and conflicts may lead to increased refugee flows, straining resources and support systems. Economic downturns and job market volatility can limit employment opportunities for all, including refugees. Changes in immigration policies and regulations may create uncertainty and restrict access to integration services. Negative public perceptions and anti-immigrant sentiment can undermine social cohesion and hinder integration outcomes.

1

Geopolitical Instability

Increased refugee flows strain resources.

2

Economic Downturns

Limits employment opportunities.

3

Policy Changes

Creates uncertainty and restricted access.



Group Discussions: Refining the SWOT Analysis

Open forum discussions allow us to refine our understanding of the SWOT elements. Sharing diverse perspectives enriches the analysis. Collaborative refinement leads to more accurate insights. This ensures a robust and actionable framework for improving refugee integration strategies. Group discussion helps to address nuances and complexities, allowing for a more comprehensive and nuanced understanding of the challenges and opportunities.



Diverse Perspectives



Collaborative Refinement



Actionable Framework



Setting SMART Goals for Refugee Refugee Integration

What are SMART Goals?

1 Specific

Goals should be well-defined.

Avoid ambiguity for clarity.

3 Achievable

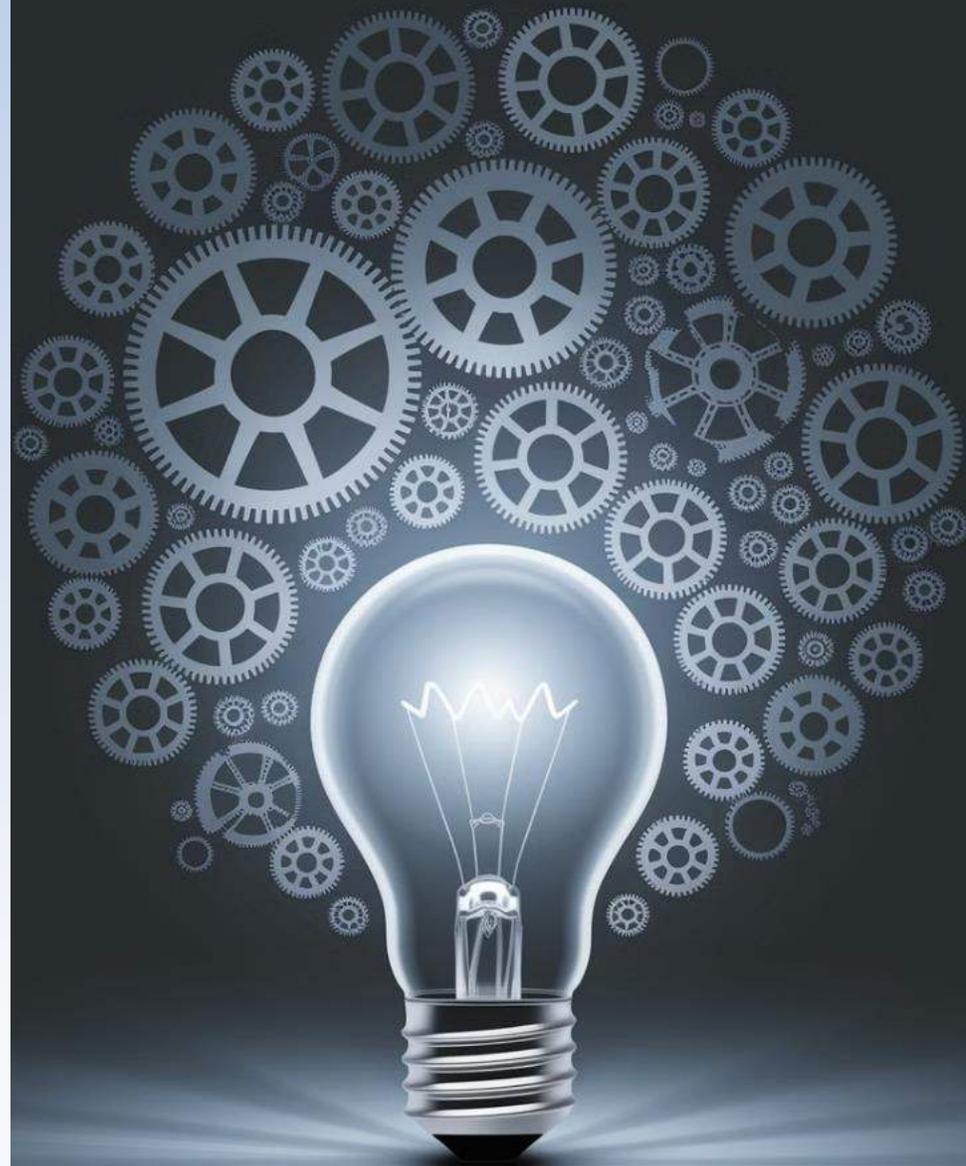
Goals should be realistic.

Consider available resources.

2 Measurable

Track progress using metrics.

Quantitative data shows success.
success.



More on SMART Goals

1 Relevant

Align goals with core mission.

Focus on crucial outcomes.

2 Time-Bound

Set deadlines for each goal.

Create a sense of urgency.



Individual Goal-Setting Exercise

Draft 2-3 **SMART** goals.

Focus on your role.

Reflect on SWOT

Address key areas.

Use **SWOT** analysis insights.

Address Key Areas

Address all key areas.

Focus on labor market integration.



Sample Goal: Specificity

Instead of "Improve refugee employment", try:

"Increase refugee placements by 15%."



This **SMART** goal is focused.



The goal is quantitative.



Peer Review in Pairs

Share your goals.

Get feedback from others.



Pair Up

Find a partner for feedback.



Share Goals

Present drafted **SMART** goals.



Refine

Improve goals based on reviews.



Group Sharing and Refinement

Share goals with the larger group.

Refine goals.

1

Present Selected Goals

Discuss progress.

2

Collect Feedback

Discuss as a group.

3

Further Refine

Improve goals further.

Key Takeaways

SMART goals are critical for success.

Use the framework to drive progress when supporting the refugee integration in your local labor markets

Specific

Measurable

Achievable

Time-Bound

