

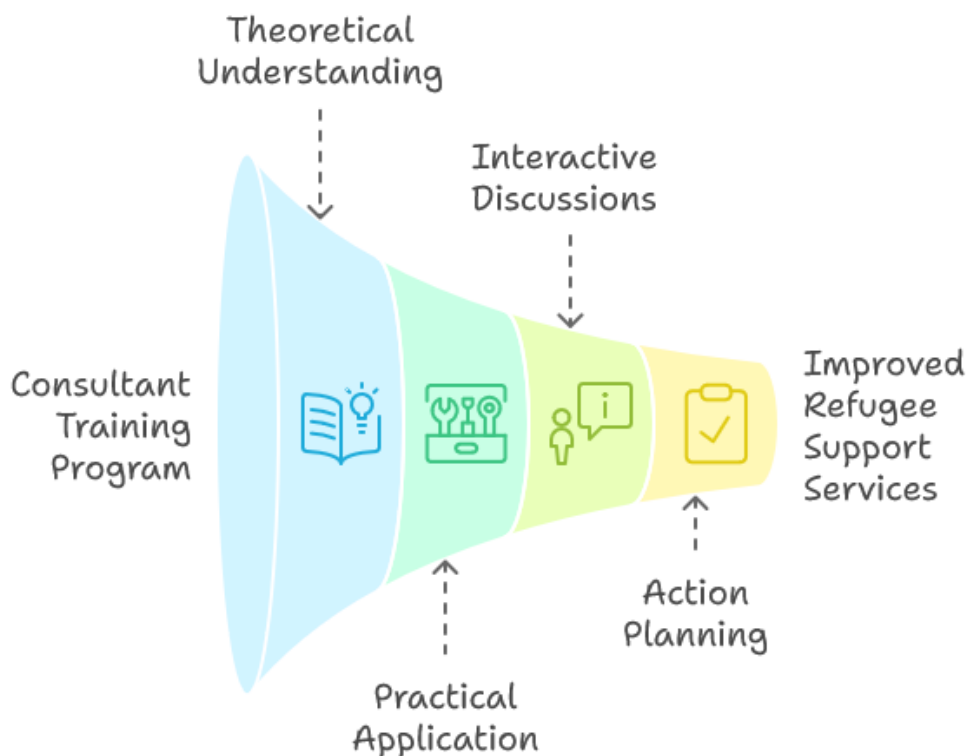


Training program for consultants

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.

Training program for consultants



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.



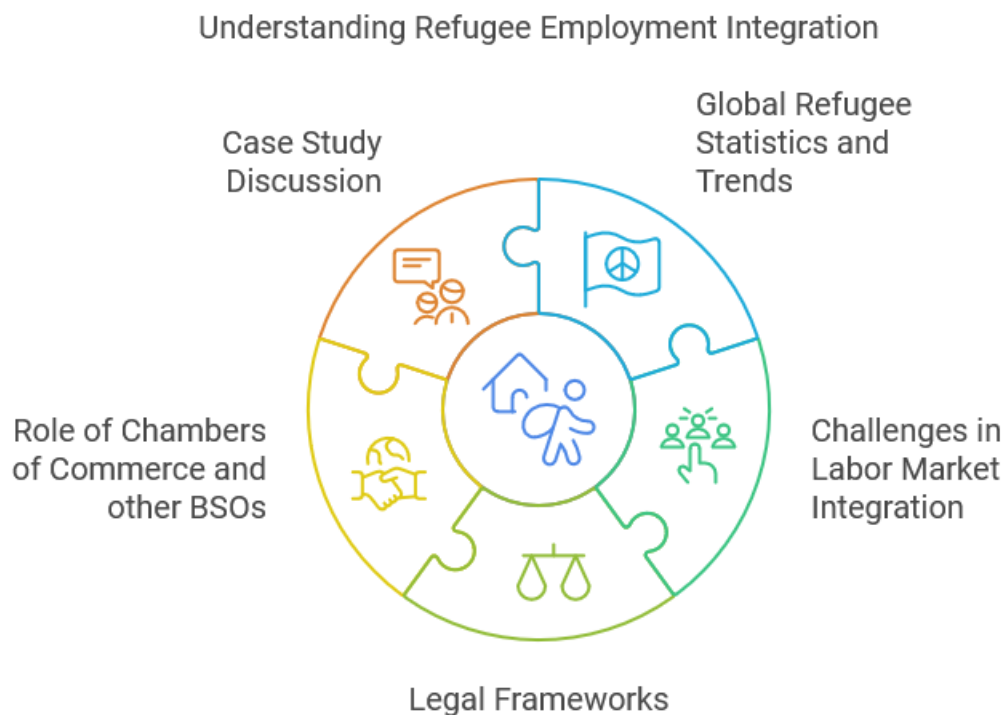
Overview

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)



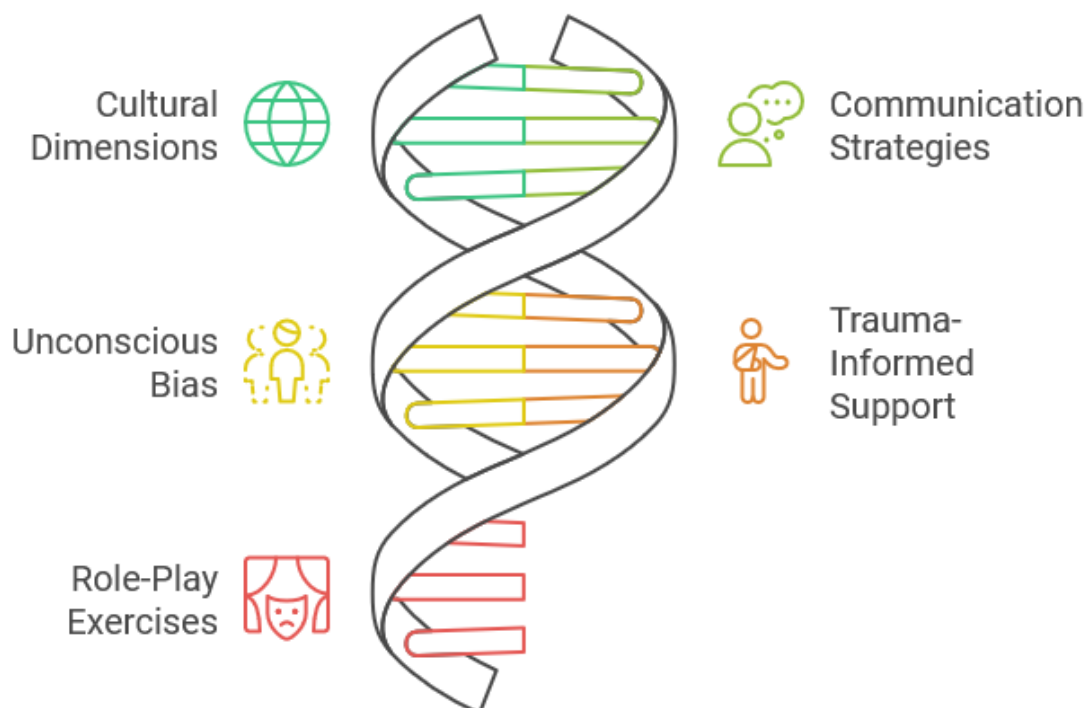


II. Cultural Competence and Communication (1.5 hours)

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



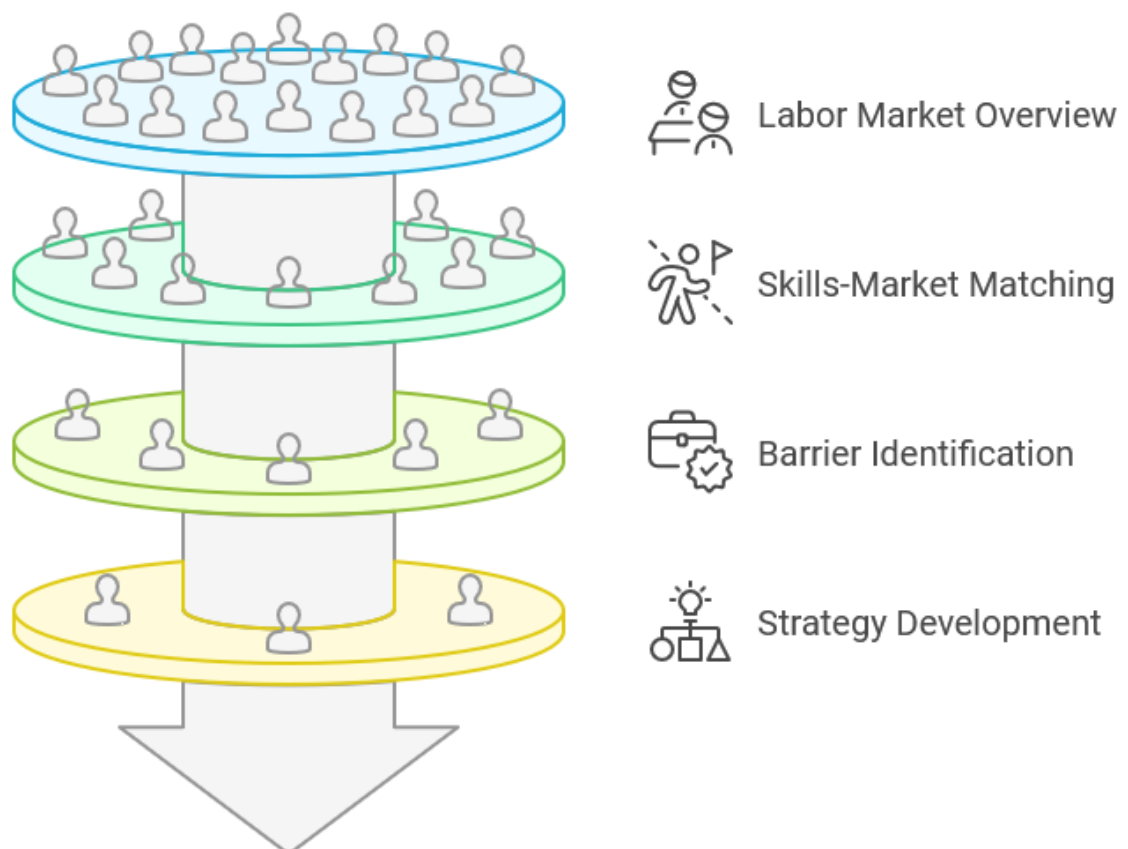


III. Labor Market Integration (2 hours)

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

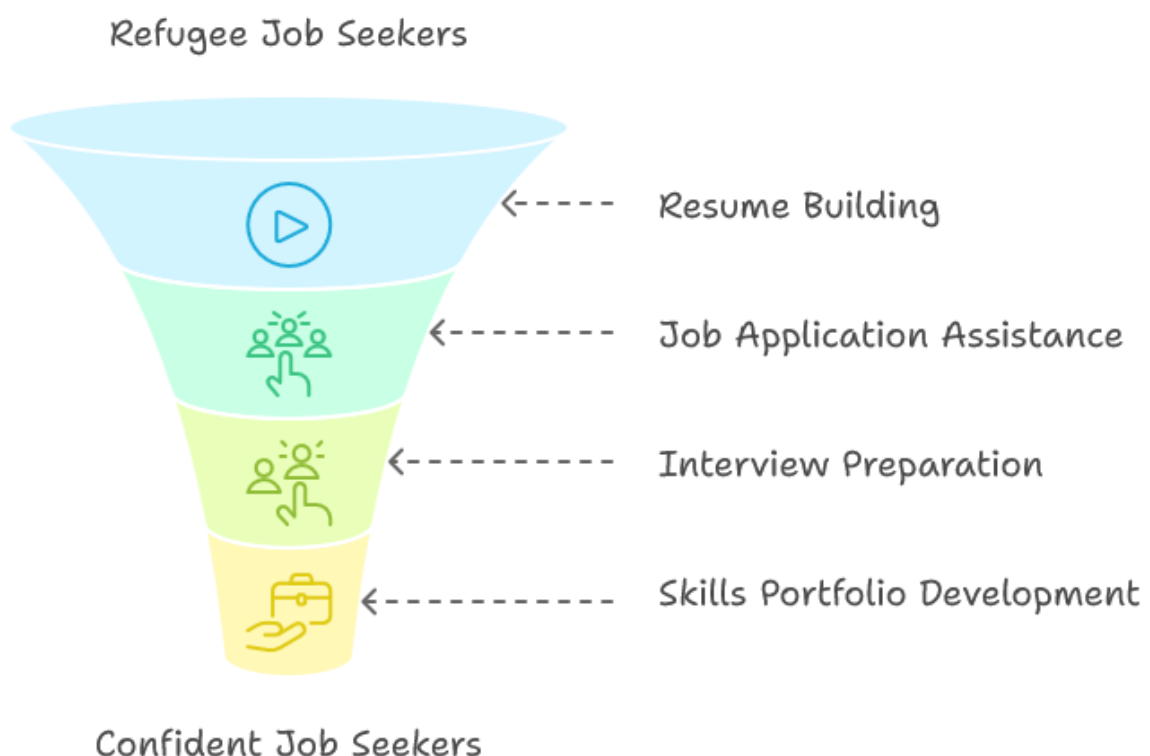


V. Practical Support Skills (1 hour)

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



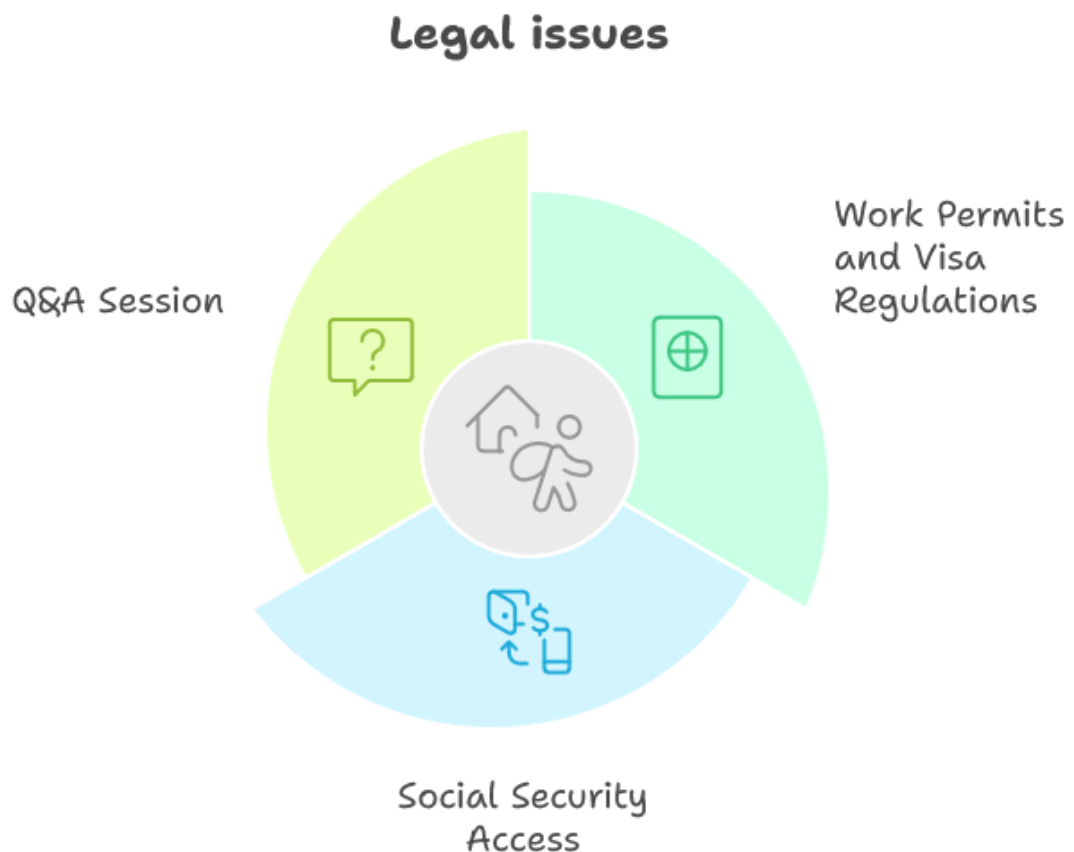


Day 2 (Half Day)

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



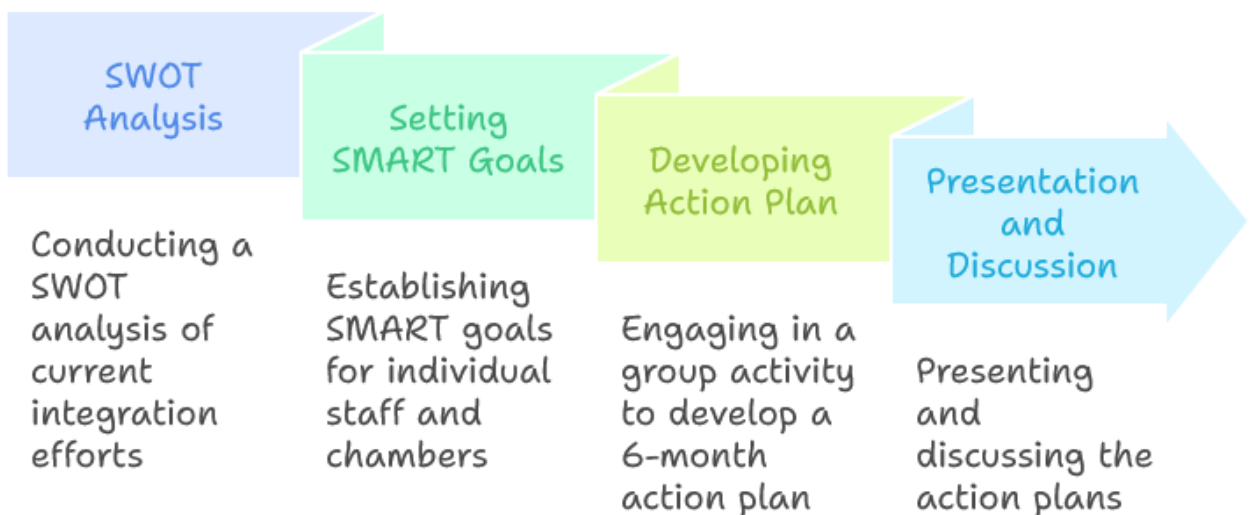


VIII. Action Planning (2 hours)

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)

Action Planning





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

Training program for consultants



- 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:

Training program for consultants



- 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