

Facilitating labour mobility solutions for displaced talent

Talent Beyond Boundaries Process Guide

July 2020

TALENT BEYOND BOUNDARIES

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Front cover: Iress Chief Executive Andrew Walsh with software engineer Tarek Mulla, the first candidate to arrive in Australia through Talent Beyond Boundaries' labour mobility program for displaced people.
Photo credit: Brook Mitchell.

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Introduction

Talent Beyond Boundaries (TBB) is the first organization in the world dedicated to supporting international labour mobility of refugees and other forcibly displaced people.

TBB's vision is a world where forcibly displaced people have equitable access to labour mobility and can use their skills and talents to move to secure futures.

Between 2016 and 2019 TBB conducted a series of pilot activities to test whether and under what conditions an employer-driven model of labour mobility can provide an additional and viable durable solution for refugees and other forcibly displaced people. This document is a comprehensive outline of the systems and processes TBB developed over the course of its pilot phase to successfully facilitate the end-to-end model of labour mobility for refugees.

From inception TBB's mission has been to serve as a catalyst for a new durable solution rather than a sole service-provider. TBB has hypothesized that partners replicating or "grafting" elements of TBB's labour mobility model onto their own refugee programs would be an essential strategy for reaching scale. This approach reflects TBB's awareness that as a small organization in an ecosystem of many existing refugee-serving organizations, the most viable path to scale will be through replication as other organizations incorporate the model into their programming.

This document delineates ten "modules" that TBB has distilled through our pilot programming in order to facilitate labour mobility of displaced people. It should not be viewed as a prescription for other partners, but rather a description of TBB's own modules that can serve as a suite of templates for future adaptation. We anticipate these steps will be significantly refined over the coming years as TBB and other partners scale their labour mobility programming in diverse contexts. This manual therefore provides a starting point for TBB staff and close implementing partner organizations to build on.

Key

Overview - provides general summary of the goal of the module

Actors - outlines the primary individuals or groups involved in executing a given module

Competencies - outlines the competencies TBB or partners need to execute the module

Process templates - core documents required to facilitate the module

Key steps - outlines steps that must be executed to complete the module. If a specific actor is intended to carry out the step, will be indicated [like this]. In some cases, these steps may not need to be a linear sequence, but are a cluster of related steps to be carried out within the odule

Completing the module - each module can either be completed successfully or unsuccessfully. This section indicates what constitutes successful or unsuccessful completion

Guidance notes - this includes learning generated from our evaluation and pilot about strategies that can support success of the module

Resources - materials that may be useful or serve as models for executing key steps

Model Overview

Table 1: Refugee Labour Mobility Model Summary

	Module		Success Milestone
1a	Corporate Outreach	→	Recruitment Opportunity
1b	Candidate Outreach	→	Talent Catalog Profile
2	Candidate Identification and Intake	→	Candidate Shortlist
3	CV Submission and Review	→	Invitation to Interview
4	Interview Prep & Interview/Skills Validation	→	Job Offer
5	Job Offer & Informed Decision Making	→	Contract Signed
6	Visa Preparation and Lodgement	→	Visa Application Lodged
7	Settlement Planning	→	Visa Approved
8	Relocation Arrangements	→	Relocated
9	Arrival/Orientation & Settlement Monitoring	→	Durable Solution
10	Welcome/Onboarding & Post-Placement Monitoring	→	Retention

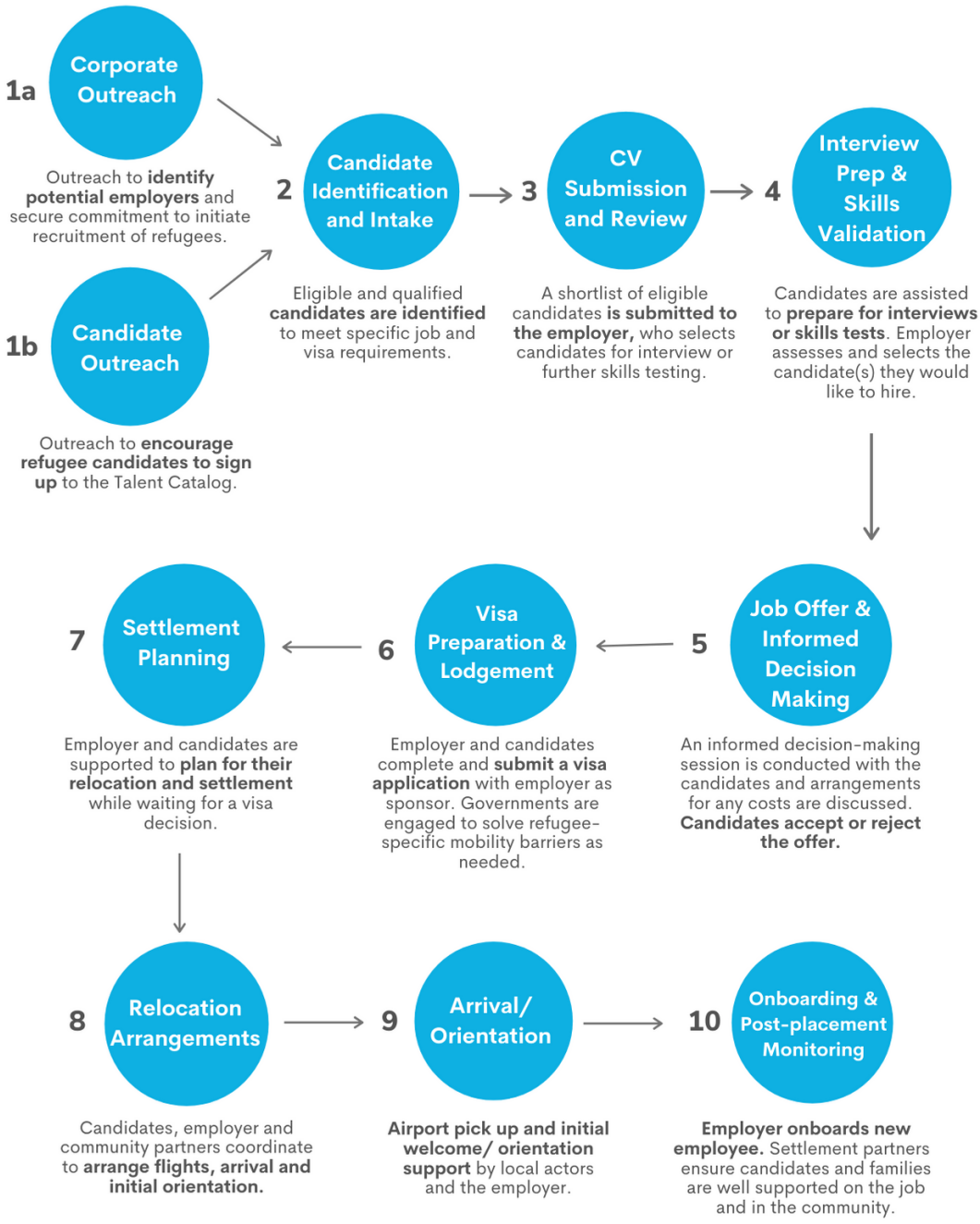

1a
Corporate Outreach
Outreach to identify potential employers and secure commitment to initiate recruitment of refugees.
1b
Candidate Outreach
Outreach to encourage refugee candidates to sign up to the Talent Catalog.
2
Candidate Identification and Intake
Eligible and qualified candidates are identified to meet specific job and visa requirements.
3
CV Submission and Review
A shortlist of eligible candidates is submitted to the employer, who selects candidates for interview or further skills testing.
4
Interview Prep & Skills Validation
Candidates are assisted to prepare for interviews or skills tests. Employer assesses and selects the candidate(s) they would like to hire.
5
Job Offer & Informed Decision Making
An informed decision-making session is conducted with the candidates and arrangements for any costs are discussed. Candidates accept or reject the offer.
6
Visa Preparation & Lodgement
Employer and candidates complete and submit a visa application with employer as sponsor. Governments are engaged to solve refugee-specific mobility barriers as needed.
7
Settlement Planning
Employer and candidates are supported to plan for their relocation and settlement while waiting for a visa decision.
8
Relocation Arrangements
Candidates, employer and community partners coordinate to arrange flights, arrival and initial orientation.
9
Arrival/ Orientation
Airport pick up and initial welcome/ orientation support by local actors and the employer.
10
Onboarding & Post-placement Monitoring
Employer onboards new employee. Settlement partners ensure candidates and families are well supported on the job and in the community.

Table 2: Refugee Labour Mobility Model Detailed

Demand	Supply
Corporate outreach A "sales" process whereby TBB or partner explains the program to an employer, costs involved and timeframes, and secures commitment to initiate a recruitment process for a particular role/s.	**Candidate outreach** Process of outreach to encourage candidates to sign up to the Talent Catalog - using various communication, in-person and referral channels.
Milestone #1a: Recruitment Opportunity	Milestone #1b: Talent Catalog Profile
CV submission & review TBB confirms candidates visa eligibility and submits shortlist of candidates to employer. The employer selects candidates to interview or further skills testing.	**Candidate identification & intake** TBB identifies suitable candidates from the Talent Catalog on the basis of a specific role, and "intakes" them to ensure program, role, and visa eligibility before providing to employer.
Milestone #3: Invitation to Interview	Milestone #2: Candidate Shortlist
Interview & skills validation The employer assesses and selects the candidate/s they would like to hire.	**Interview preparation** TBB assists shortlisted candidates to prepare for interviews or skills tests including providing them access to mock interviewers for soft skills or technical skills.
Milestone #4: Job Offer	
Job offer review TBB or partner reviews job offer against employment laws and clarifies the costs employer will contribute for relocation and settlement.	**Informed decision-making** TBB conducts an informed decision-making session with the candidate and develops arrangements for any costs the candidate may need to pay (eg. if candidate has no access to funds, a loan is arranged by TBB or third party). Candidate accepts or rejects the offer.

<table>
<tr><td colspan="2">Milestone #5: Contract Signed</td></tr>
<tr><td colspan="2">Visa preparation & lodgment*
Employer and candidate are connected with a legal service provider and TBB supports both parties as they complete and lodge a visa application, with employer as sponsor. TBB liaises with government on refugee-specific mobility barriers as needed.</td></tr>
<tr><td colspan="2">Milestone #6: Visa application lodged*</td></tr>
<tr><td colspan="2">Settlement planning
TBB or destination settlement partner works with employer and candidate to plan arrangements for their relocation and settlement while waiting for a visa decision.</td></tr>
<tr><td colspan="2">Milestone #7: Visa approved*</td></tr>
<tr><td colspan="2">Relocation arrangements
Candidate, employer and community partners at the destination end coordinate with TBB's assistance to arrange flights, arrival and initial orientation.</td></tr>
<tr><td colspan="2">Milestone #8: Relocated</td></tr>
<tr><td>Welcome & onboarding
Employer welcomes their new employee and family and initiates induction and onboarding process for new employee.</td><td>Arrival & orientation
Candidate and family are received at airport and taken to accommodation and given initial welcome/orientation support by local actors.</td></tr>
<tr><td>Post-placement monitoring
TBB or local partners check in with employer and employee to ensure work is going well and put in place remedial measures if required.</td><td>Settlement monitoring
TBB or local partners monitor how candidates and their family members are and put in place remedial measures if additional support is required.</td></tr>
<tr><td>Milestone #10: Retention

Employer has gained a valuable employee, who has passed probation.</td><td>Milestone #9 Durable solution

Candidate and their family have achieved permanent resident status and stability as a result of the program.</td></tr>
</table>

* In Canada, there may be more than one visa application to be filed, in which case the visa and application step is repeated (e.g. first a provincial application is required, followed by a federal application).

Actors

Actor	Description
Source Country Team (TBB)	TBB team based in a refugee-hosting country (Jordan and Lebanon)
Destination Country Team (TBB)	TBB team based in a destination country (Australia, Canada, UK)
Source Country Referral Partner	Partner organization based in a refugee-hosting country that does outreach to candidates for TBB's Talent Catalog
Destination Employer Outreach Partner	Partners based in a destination country that specialize in outreach to employers. Examples: Refugee Talent, PCREN, Breaking Barriers
Destination Settlement Partner	Partners based in a destination country that specialize in the reception and settlement of immigrants and refugees. In some cases may be the same partner as the outreach partner. Examples: AMES, ISANS
Employer	The sponsoring employer
Candidate	An individual in need of international protection seeking services through TBB
Mock Interview Coordinator	An individual or group within or outside TBB who coordinates between candidates and mock interviewers.
Loan Provider	Partner that specializes in the provision of loans and is making those loans available to TBB candidates. In some cases these loans will be available pre-relocation, and in some cases only post-relocation. Examples: Windmill, Westpac

Legal Services Provider	Partner that specializes in immigration law in a respective destination country. Examples: Playfair, EY, Fragomen, Roots Immigration Law
UNHCR	UN Refugee Agency. The Agency has offices in each of our countries of operation as well as a headquarters. The intended office should be specified in the process.
Replicating partner	Group interested in replicating all or some of the modules in TBB's model.

Modules

Module 1a: Corporate outreach and pitching

Overview

A “sales” process whereby TBB or partner identify potential employers and explain the program, costs (for visa fees etc), and timeframes involved, and secures commitment to initiate a recruitment process for a particular role/s.

Key actors

- Destination Country Team (TBB)
- Destination Country Outreach Partner (eg Refugee Talent, PCREN, Jumpstart, etc.)
- Employer(s)

Key competencies

- Employer engagement and relationship management
- HR and recruitment familiarity
- Sales, pitching and presentations
- Context familiarity in the destination community
- Familiarity with international recruitment eligibility
- Tech proficiency

Templates

- Job Opportunity Intake Form

Key steps

- **Conduct outreach** with prospective employers. This may require introductions from partners, pitch meetings, a written proposal outlining prospective costs and timeline, and/or sample CVs. When providing sample CVs for outreach purposes, ensure you are very clear that these are samples and further

confirmation/commitment would be needed to actively confirm each of these candidates.

- Obtain job description of role(s) employer needs filled. The more specific the better.

- Confirm alignment on cost and timeline arrangements. Ensure employer understands what costs they are expected to cover and has realistic expectations about the duration of the visa application process. Set employer expectations by giving context on the conditions candidates are currently living in, and driving home the importance of providing feedback for unsuccessful candidates.

- Identify the visa pathway that will be used if the recruitment is successful and confirm eligibility of the role for international recruitment. Clarify any baseline requirements with the employer (e.g. ensure they would be able to meet prevailing wage for the role in question if necessary).

- Secure an agreement to recruit from an employer -- either verbally or in writing -- that they will consider eligible candidates for a particular role or roles at their organizations.

- Fill out Job Opportunity Intake (JOI) Form with information about the employer and position and provide it to Source teams. This may require information that isn't recorded in the job description which will require further clarification with the employer.

- If destination community is particularly remote or otherwise potentially challenging, provide additional resources to the source team in the JOI to give to candidates to assist in determining whether or not they should be submitted to the employer.

- In collaboration with Source teams, set relevant deadline for when we will complete initial sorts, technical checks, and submit CVs in response to the job description accounting for employer's needs and other competing team priorities. Keep employer updated on any changes to projected timeline.

Completing the module

Success: Recruitment opportunity

Employer has provided a specific job description(s) or clear role type and given TBB the go-ahead to identify candidates for that role. TBB has confidence that the employer will remain responsive and will proceed to consider any relevant candidates.

No success: No recruitment opportunity

Employer says they are not interested in partnering to recruit international refugees, and/or becomes unresponsive. Employer never provides a specific role which TBB can fill, or is unable to fulfill the requirements of the program (cost coverage, meeting minimum requirements.

Guidance notes

- Target priority industries that align with available TBB talent. These priority industries should be discussed and agreed upon on a 6-monthly basis. Where possible, prioritize corporate outreach in industries with strong female representation on the Talent Catalog.

- Get high level buy-in. Shoot for buy-in from the highest levels of the company - C-Suite, owner, etc. as this is a predictor of greater conversion success. Over the course of our pilot, TBB was not successful converting any employers at which our highest contact was an HR manager into a hire.

- Rely on trusted referrals. Get intros to companies from trusted actors, whether local organizations, business leaders or business groups to potential employers.

- Deploy media to generate business interest. Early evidence from the pilot suggests employers who come to us having heard about us from media or social media may be more likely to ultimately convert into successful hires. To that end, it's important to have a mechanism for interested employers to reach out. We should monitor this regularly.

- Consider place-based targeting. Examples might include building partnerships with regional economic development boards, or industry-specific networks that are interested in seeing the region become a welcoming hub.

- When sharing CVs as part of the pitching process, clarify they are samples. CVs can be essential for building credibility and piquing employer interest, but they may not represent genuine potential candidates. If an employer expresses interest in a shared sample CV, we proceed to Module 3: Candidate identification and intake.

- Look for evidence of commitment from the employer. Are there any red flags that this employer might not genuinely want to proceed all the way to recruitment? Is there a champion in the organization?

- If an employer is recruiting for a highly technical role with which we have little familiarity, work with Source to submit several anonymous CVs/TC profiles for a 'technical fit,' clarifying with the employer that these are strictly for the purpose of better understanding the technical requirements of the role.

Resources

Global
- Job Opportunity Intake Form
- Industry candidate packet sample (2019)
- Talent Catalog Snapshot (2020)

Australia
- Australian pitch document (2019)
- Sample MOU with employer (2018)
- Sponsor Cost AU

Canada
- Canadian pitch document (2019)
- Sponsor Cost CA (2019)

UK
- UK pitch document (2020)
- Sponsor Cost UK

Module 1b: Candidate outreach

Overview

Process of outreach to encourage candidates to sign up to the Talent Catalog - using various communication, in-person and referral channels.

Actors

- Source Country Team (TBB)
- Source Country Referral Partners
- Candidate(s)

Key Competencies

- Community-based relationships
- Presentation and communication skills
- Context familiarity and language fluency in the source community
- Tech proficiency
- Partnership building
- Experience working with potentially vulnerable or trauma-affected communities
- HR and recruitment familiarity

Key Steps

- **Conduct digital outreach** to candidates primarily through Facebook. Clarify in outreach posts the parameters of relevant candidates (eg educational, work experience, language or industry specifications) according to the job descriptions and visa eligibility guidelines provided. Boost posts as relevant.

- **Conduct in-person outreach** to candidates through information sessions in partnership with local organizations. Utilize portable tablets to collect information in areas where access to technology is limited.

- **Create referral relationships with other organizations and existing candidates with networks in the community.** Provide other partner organizations and candidate contacts with the relevant profile of candidates for potential labour

mobility and ask them to refer relevant candidates to TBB via a variety of methods (eg sharing a post on Social Media, providing TBB a list of suitable candidates, setting up a webinar/Facebook Live session with TBB, and more). For candidates with offers and existing beneficiaries, contact relevant actors who may be able to outreach within their personal networks.

- Conduct women-specific outreach by hosting information sessions by women, specifically for women, and dedicating a portion of digital outreach content to target women.

Completing the module

Success: Complete Talent Catalog profile

Candidate creates a full Talent Catalog profile that has sufficient (i.e. minimum 50% complete) information to identify core skills and competencies and relevance for potential job opportunities.

No success: No/incomplete Talent Catalog profile

Potential candidate does not create a Talent Catalog profile or creates a profile that doesn't have enough information to match it to potential job descriptions.

Guidance Notes

- For proactive outreach (without a specific job opportunity), target candidates in relevant industries with particular international demand. Determine these industries in collaboration with destination team and outreach partners.

- Tap into existing networks. Consider asking former candidates to reach out to their own networks, look at alumni networks of different educational institutions or training programs, look for online communities (eg Facebook or Whatsapp groups) that have potential reach in relevant communities.

- Share success stories and media coverage that build the program's credibility and candidate confidence.

- Conduct webinars and Facebook live events whenever possible, answering candidate questions as they come.

- **Manage expectations** by clarifying that candidates will ONLY be contacted in the case of a potential job match. Communicate transparently about how the selection process works (e.g. employer-led).

- **When conducting outreach for a specific opportunity, do not share company names during the outreach process**. This will help avoid a flood of candidates contacting the companies directly and possibly hurting the relationship.

Resources

- Outreach pamphlet (2018)
- Talent Catalog Registration Video (2016)
- Talent Beyond Boundaries Webinar (2016)
- Referral partner MOU Sample (2016)
- Targeted Outreach Calling Script (2017)

Module 2: Candidate identification and intake

Overview

TBB identifies suitable candidates from the Talent Catalog for a specific role, and interviews ("intakes") them to ensure program and visa eligibility, skill alignment, and interest in the role before providing to the employer.

Actors

- Source country team (TBB)
- Candidate(s)

Key Competencies

- HR / recruitment / skills-analysis
- Interviewing and interpersonal skills
- Experience working with potentially vulnerable or trauma-affected communities
- CV writing and professional presentation skills

Templates

- Intake Form template (includes Mini Intake)
- CV template
- Participant collaboration agreement

Key Steps

- Confirm with destination staff if the search is for Sample CVs (for pitching purposes only) or for official shortlisting (for a possible interview)

- Draft a list of key words in Arabic and English that match the requirements of the Job Description to use for the search in the Talent Catalog. Share among all relevant Source teams.

- Conduct a sort on the Talent Catalog on the basis of the completed Job Opportunity Intake form with both opportunity and visa eligibility factors in consideration. Identify the full range of potentially relevant candidates for the given job description.

- If this is a genuine job opportunity (not just sample CVs), contact all potentially relevant candidates for the role via phone or WhatsApp text and ask initial screening questions ("mini intake"). The mini intake is designed to do a preliminary screen to clarify the candidate is still interested in TBB's program, is eligible, is likely in the relevant profession and has the requisite language level. If the candidate does not meet those criteria, explain that to the candidate and offer to share English language and online learning resources.

- In advance of the full intake, request that the candidate:
    1. Sign the Participant Collaboration Agreement;
    2. Send identification documents including UNHCR documents; and
    3. Complete a Pre-Intake Form sent via email, which will help jumpstart the CV creation process. Receive and save signed copies of all documents in the candidate's folder.

- Vet candidate on relevant sanctions lists.

- Conduct full intake. During the intake, verify all information on the Talent Catalog and correct any incorrect information.

- Create a case note in each candidate's Talent Catalog profile, indicating the event of the full intake and any additional details related to the candidate's status.

- *[If you have previously conducted intake with candidate, begin process here]* If no red flags and seeming fit for role, share job description with candidate and ask to confirm interest in being submitted. Confirm candidate's interest in the destination community and country.

- Further revise candidate CV and tailor it to the specific role in question, using the candidate's format or using the TBB template. Remove all contact information but keep the candidate's name.

- Send candidate final revised CV for their own use.

Optional steps: Proactive intake

- Contact candidates on the basis of potential in in-demand fields - even if not for a specific job opportunity. Rather than clarifying interest in a particular role, understand their general interest/availability for potential future submission via a mini intake.

- If the candidates are deemed highly employable, follow all normal procedures following the mini intake.

Completing the Module

Success: Shortlist
TBB provides relevant candidate(s) to the destination team for them to review before submission to an employer.

No success: No relevant candidates
TBB is unable to identify any relevant candidates for the job

Guidance Notes

- Clarify early with the Destination Team if the search and intake process is for Sample CVs (pitching purposes only), or a formal shortlist of candidates for interview.

- Managing expectations is essential at the intake phase. Be clear with candidates when/if they can expect to hear back from you. Candidate feedback from surveys suggests this is essential to maintaining trust.

- Tailor CVs. Anecdotally, candidates have higher success rates of being called into interview when the CV is tailored to the specific job description and uses relevant key words.

- Seek to submit a minimum of 20% women for each role. This may mean stretching to include women who may have proximate but not direct fits for the roles or lower levels of English than immediately required by the job or visa. (Note: There are approximately 14% women on the Talent Catalog in July 2020).

Resources

- TBB English Resources
- Community background document (sample)

Module 3: CV submission and review

Overview

TBB confirms candidate visa eligibility and submits a shortlist to the employer. The employer selects candidates for interview or further skills testing from CVs provided.

Actors

- Destination country team
- Employer(s)

Key competencies

- Visa eligibility analysis (legal background or familiarity)
- Corporate relationship management

Templates

- Important considerations while reviewing TBB CVs (For Employers)
- Australia visa eligibility tracker
- Canada visa eligibility tracker
- UK visa eligibility tracker

Key Steps

- Screen all submitted CVs and intake forms for relevant visa eligibility.
- Before sending CVs to employer, save as PDF with name: FirstName Last CV
- Share all eligible and relevant CVs with the employer and request feedback on all candidates, successful and unsuccessful.
- Share Important Considerations document to employers to help guide their review process and explain possible unique circumstances.
- Follow up with employer to get feedback on who they would like to interview and why.
- If employer finds no relevant candidates, ask for feedback. Clarify what skills were missing and confirm if they are willing to receive other candidates at a later date.

Completing the module

Success: Invitation to interview

One or more candidates are invited to proceed through the interview process.

No Success: No suitable candidates

The employer does not find a suitable candidate for interview, becomes unresponsive, or withdraws their commitment to interview for other business reasons.

Guidance notes

- **Consider sharing context-setting information with** the employer to help them understand potentially distinctive elements of the candidate's CVs -- informal employment, employment gaps etc.

Resources

- Overview of candidate circumstances (2018)

Module 4: Interview preparation and interview/skills testing

Overview

TBB assists shortlisted candidates to prepare for interviews or skills tests, including providing them access to mock interviewers for soft skills or technical skill preparation. The employer assesses and selects the candidate/s they would like to hire.

Actors

- Source country team
- Mock interview coordinator
- Mock interview volunteers
- Employer
- Destination country team or destination outreach partner

Key competencies

- HR / recruitment / skills-analysis
- Interviewing and interpersonal skills
- Experience working with potentially vulnerable or trauma-affected individuals
- CV writing and self-presentation skills

Key steps

- [Destination/outreach partner] Gather information on the expected interview structure and requirements. Provide as much information as possible to the source country team on the likely format and content of the interviews.

- [Destination/outreach partner] Provide the employer with context for how to effectively facilitate a remote interview. Suggest options like one-way interviews or effective video-conferencing technologies if employer is seeking guidance.

- [Source] Communicate next steps to all selected candidates and provide interview preparation materials.

- [Source] If one way interviews are requested, provide one way interview prep materials. Request candidates to provide one-way interviews by a deadline, provide support on accessing relevant app, and provide feedback on practice rounds.

- [Source] If technical tests are requested, provide tech test prep materials to candidates.

- [Source] If invited to a two way interview, determine preparation needs and schedule one technical mock interview if relevant, and one soft skills mock interviews with skilled volunteers. (Repeat as many times necessary if resources allow and the candidate requires it). Ensure candidates participate in mock interviews and receive and consider mock-interviewer feedback. Provide the mock-interviewer with a guide on how to conduct the interviews.

- [Source] For each mock-interview session, ensure a successful connection is made between the candidate and mock-interviewer.

- [Source] Schedule interviews at appropriate times with employer and candidate. Ensure candidate has access to reliable internet access and is prepared to use the relevant technology.

- [Source] Support candidate to schedule interviews, test technology, or otherwise ensure a positive performance. Where necessary and agreed by employer, offer interpretation during the interview. Ensure successful connection is made

between the candidate and interviewer. Repeat for as many interview rounds as necessary.

- [Destination] Confirm with employer which candidate(s) (if any) they would like to offer employment. Ask employer to provide feedback on all interviewing candidates. Try to convey to employer the importance of providing feedback so candidates can improve for future recruitment cycles.

- [Source] Communicate feedback to candidates who were not selected and manage their expectations about if/when they will hear back from TBB.

- [Source] If employer does not communicate directly with candidates, TBB should provide feedback to all candidates selected and not selected.

- [Destination] Support employer to provide a written job offer(s) to any selected candidates. Some employers will have standard written agreements for all offers. Other (often smaller) employers may not have formal letters of offer and may benefit from a template or example.

Optional steps: On-site recruitment mission

- Facilitate an on-site recruitment mission for the employer. Support the employer to schedule several interviews with all relevant candidates.

- May include helping the employer identify appropriate lodging, sharing information before their arrival, arranging for shared meals, etc.

Completing the Module

Success: Written Job Offer

Employer identifies qualified candidates and issues an offer of international employment. A written job offer should include the terms of employment.

No Success: No Job Offer

The employer does not identify a suitable candidate for withdraws from the recruitment process after interview for other business reasons

Guidance Notes:

- Identify mock interviewers working in relevant industries and relevant geographies who can ask appropriate, job-specific questions. Ask mock interviewers to provide written feedback to candidates.

- Test the tech before the interview to avoid challenges with audio/video during the interview itself. Agree on a back up method of contact.

- Provide the office as a quiet place for candidates to take interviews if they are uncomfortable taking it from home or fear they may have weak connections.

- Recruitment missions have to date shown highest yield. Offer this possibility to employers who may not have considered it, and encourage employers who are potentially enthusiastic about this option.

- To ensure a smooth connection, source country teams can join candidates on the interview and/or ensure they are contactable during the interview.

- Consider providing employer with additional context before putting them directly in touch with candidates (see resources)

Interview Preparation Resources

- How to Prepare for a One Way Video Introduction
- Basics: a Job Interview
- Fact sheet about your company
- Fact sheet about your position
- How to excel at interviews
- In-Person Interview Dos and Don'ts
- Prepare for an interview
- Refugee and Migrant Talent Interview Preparation Guide

Interview and Skills Validation Resources

- Employer's Guide to Remote Interviewing
- Recruitment visit guide (sample)

Module 5: Job offer review and informed decision making

Overview

TBB or partner reviews the offer against employment laws and clarifies the costs employers will contribute for relocation. TBB conducts an informed decision-making session with the candidate and discusses arrangements for any costs the candidate may need to pay (eg. if candidate has no access to funds, a loan can be arranged by a third party). Candidate accepts or rejects the offer.

Actors

- Destination Country team
- Destination Outreach partner or Destination Settlement Partner
- Source country team
- Loan provider

Key Competencies

- Familiarity with fair labour standards in destination
- Familiarity with visa requirements
- Destination context familiarity including contracts and work norms (eg benefits)
- Familiarity working with vulnerable and potentially trauma affected groups
- Experience with lending and collections

Templates

- Informed decision making (Australia 482 visa)
- Informed Decision Making (Australia 202 visa)
- Informed Decision Making (Canada OINP)
- Informed Decision Making (Canada AIP)
- Informed Decision Making (Canada Work Permit)
- Informed Decision Making (UK Tier 2)
- Cost coverage template (sample)
- Cost disclosure agreement (sample)

Key Steps

- [Destination] Review job offer against relevant local fair labour standards and/or its eligibility for the migration pathway in question. Communicate to employer if any problems with the offer, and resolve these before offer is sent to candidate.

- [Destination] Sign an agreement with the employer on cost-coverage of migration-related expenses, outlining exactly how much they will be contributing versus what they expect the candidate to contribute.

- [Destination] Coordinate with employer to ensure candidate receives the offer and knows the date by which they are expected to respond.

- [Destination] Provide candidate with written job offer and schedule an informed decision making meeting to be attended by candidate, source country team, and destination country team. Ensure candidate's spouse, family and/or anyone who is critical to their decision is invited and encouraged to participate.

- [Destination] Customize Informed Decision Making documentation to the candidate's specific circumstances and offer.

- [Destination] Prepare cost information for the candidate that clearly outlines the full anticipated cost of migration, the amount expected to be covered by the employer, and the amount that will need to be covered by the candidate themselves or secured through other in-kind contributions.

- [Destination] Prepare information for candidates about available financing to help them cover the costs of migration that they cannot cover out of pocket and the employer will not cover. This should include information about the terms and processes associated with potential loans.

- [Destination & Source] Have informed decision making conversation to answer candidate's questions about conditions in the contract, conditions of the visa, the community to which they would be moving, and finances.

- [Destination] If appropriate, coordinate connection between candidate and loan provider.

- [Candidate] Send signed contract to the employer to kick off the visa lodgement process.

Completing the module

Success: Signed Job Offer

Candidate accepts the agreement and the visa process can officially kick off.

No Success: Rejected Job Offer

Candidate does not accept offer. This should trigger an internal review -- why did the candidate reject the offer? Could this have been anticipated earlier in the process? How should we alter processes, if at all, to avoid this late-stage negative outcome?

Guidance Notes

- Strongly suggest the spouse attend the informed decision-making conversations given they are a key decision maker.

- If there are special considerations about the workplace or community to which the candidate is moving (e.g. particularly rural, difficult working conditions) be sure to discuss these further with candidates so they can make the best decision for them and their family.

- If the candidate wants to negotiate the terms of their contract, it is their prerogative to do so. TBB's role in this case is to support them by providing relevant resources and/or information and answer questions. It's not TBB's role to negotiate on the candidate's or employer's behalf.

Resources

- Australia: Resources for confirming appropriateness of job offer available at: https://www.fairwork.gov.au/
- Canada: Resources for confirming appropriateness of job offer available at: https://www.jobbank.gc.ca/trend-analysis/search-wages

Module 6: Visa preparation and lodgement

Overview

Employer and candidate are connected with an immigration advisor/lawyer and TBB supports both parties as they complete and lodge a visa application, with employer as sponsor. TBB liaises with the relevant government on refugee-specific mobility barriers as needed.

Actors

- Employer
- Legal Services Provider
- Destination Country team
- Source Country team

Key Competencies

- Immigration law expertise in the destination country
- Coordination and active communication with diverse stakeholders

Key Steps

- [Destination] Support employer to contract qualified legal services provider to facilitate the application process.
- [Destination] Host a visa kick-off call with candidate, source team, destination team, and legal representative outlining what the expected process will be moving forward.
- [Legal services provider] Share list of required documents and next steps that candidates must provide.
- [Source] Support candidates with completion of their visa applications and collection of supporting documents, providing more hands-on support to those candidates that require it. May also support with language testing and translation, and scheduling biometrics and medical tests as needed.

- [Source & Destination] Prepare candidates for needed embassy interviews where relevant.

- [Source & Destination] Communicate with embassy and government counterparts about any refugee-specific barriers identified in the visa application process.

- [Destination / Outreach partner] Communicate regularly with employer to ensure they're abreast of progress.

- [Source] Connect candidate to English language resources - notify candidate that the resounding advice from former candidates is that English language is among the greatest challenges faced upon arrival. Support candidate to engage in self-study or enrol in needed courses.

Completing the module

Success: Visa application lodged
Candidate and lawyer receive official confirmation of submitted visa.

NOTE: For Canada provincial nomination schemes this is a two-round process. A first application is submitted (eg work permit or provincial application), followed by a second application (eg permanent residence). In that case this module is repeated twice.

No Success: Visa application not lodged
Candidate or employer withdraw from the process, or an insurmountable barrier is identified in the visa process. This should trigger an analysis and advocacy strategy.

Guidance notes

- Turn to trusted providers. Displaced candidates face unique barriers that not all providers will be familiar with. Wherever possible suggest to the employer they proceed with a legal service provider who has experience with displaced talent through previous TBB programs.

- Communicate with the employer. It's important for employers to understand what steps are being taken and how the timeline is evolving.

Module 7: Settlement planning

Overview

TBB or destination settlement partner works with the employer and candidate to plan arrangements for the candidates' relocation and settlement while waiting for final visa approval.

Actors

- Destination Country team
- Destination Settlement Partner
- Source Country Team
- Employer

Key Competencies

- Familiarity with settlement context in destination
- Employer engagement

Templates

- Canada Employer guide to settlement

Key Steps

- Begin building relationships with relevant actors for settlement. If needed, develop MOUs with relevant settlement agencies, or notify local agencies that the candidate will be moving into their jurisdiction.

- **Collaborate with employer** to outline what settlement responsibilities and costs they will own, and document these arrangements for follow up during the relocation planning process. Provide guides as appropriate.

- Share with candidate resources they can begin to use to prepare for life in the destination country including information about the community, cost of living, requalification pathways, and pathways to permanence.

- Discuss with employer whether there are online courses and/or relevant skill building the candidate can or should be undertaking during this waiting period.

- Connect candidate to an “alumni mentor” in their destination country when appropriate.

Completing the Module

Success: Visa application approved

Candidate and lawyer receive official confirmation of visa approval. Lawyer communicates to all parties.

No Success: Visa application denied

Candidate or employer withdraw from the process, or an insurmountable barrier is identified in the visa process. This would trigger an analysis and advocacy strategy.

Guidance Notes

- Wherever possible, include the candidate’s spouse or family in considerations about settlement. Our experience to date demonstrates that the spouse and family’s settlement is essential to the candidate’s successful settlement after arrival.

Resources

- Canada settlement plan (sample)
- Shadow budget (sample)

Module 8: Relocation planning

Overview

Candidate, employer and community partners at the destination end coordinate with TBB's assistance to arrange flights, arrival and initial orientation.

Actors

- Destination Country team
- Source Country team
- Employer
- Destination Settlement partners
- Flight provider (Eg IOM, Miles4Migrants)

Key Competencies

- Settlement familiarity in destination community
- Employer engagement and relations

Templates

- Participant Collaboration Agreement II
- Australia relocation checklist
- Canada relocation checklist
- UK relocation checklist

Key Steps

- Connect candidate to an "alumni mentor" in their destination country when appropriate.
- Assign a lead on the relocation case who will update and delegate responsibilities on the relocation checklist and follow up on their completion.
- [Destination] Ask candidate to review and sign Participant Collaboration Agreement II to re-set expectations

- [Destination] Communicate with employer about visa grant, probable travel date, relocation arrangements, and potential start dates
- [Destination] Notify government partners of visa grant
- [Source] Notify UNHCR in source country of visa grant
- [Destination] Notify UNHCR in destination country of visa grant
- [Source] Ensure candidate attends pre-departure training and final medical check where relevant (Eg humanitarian visas)
- [Source] Coordinate exit and payment of exit fees
- [Destination] Notify settlement partners and coordinate relocation and settlement plans
- [Destination] Coordinate flights
- [Destination] Facilitate pre-departure conversations with candidate to discuss their access to funds and provide them information about departure
- [Source] Conduct pre-departure survey
- [Source] Coordinate pre-departure media or comms
- [Source & Destination] Ask candidate to remain in contact throughout travel and provide updates when possible
- [Destination] Coordinate airport pick up

Completing the Module

Success: Relocated
Family successfully relocates to new destination

No Success: Not relocated
Family withdraws from relocation process and/or problem arises that otherwise deters relocation. Should trigger an analysis and/or advocacy strategy.

Guidance Notes

- This period between visa grant and relocation can be frenzied for the candidate as many arrangements are finalized. Wherever possible, try to make use of the time before visa grant to get arrangements in place.

- When setting the start date with the employer for the candidate, consider that families may need additional time to effectively find appropriate housing and settle in. Some candidates have benefitted from up to a month of time post-arrival before beginning the job.

- Consider if this can be an effective time for media and storytelling. If candidates do want to participate in media, be sure to provide effective media training in advance.

Resources

- Pre-departure survey
- Travel tips for candidates

Module 9: Arrival/orientation and settlement monitoring

Overview

Candidate and family are received at the airport, taken to accommodation and given initial welcome/orientation support by local actors. TBB or local partners monitor how candidates and their family members settle in and put in place remedial measures if additional support is required.

Actors

- Destination Country Team
- Destination Settlement Partner
- Employer

Key Competencies

- Coordination between partners
- Familiarity with settlement context and community resources
- Experience with potentially vulnerable or trauma affected communities

Templates

- Australia welcome letter (sample)
- Canada welcome letter (sample)
- Alumni experience survey (Post-arrival survey)

Key Steps

- Using the relocation checklist, ensure all actors understand their responsibilities for arrival and orientation including transport from the airport to accommodation and a first warm meal.

- Ensure that family has enough cash on hand for first several days in country. Prioritize access to cash accordingly.

- Coordinate for photo and/or video to be taken on arrival to support future communications. Collaborate with employer on this as appropriate.

- Connect candidate with settlement partner(s) in their first days in country to support with candidates with essentials including:
    - Phone and internet
    - Banking
    - Official documentation
    - Healthcare
    - Loan access
    - Housing search

- [Partner] Provide candidate with “workplace briefing” to help them prepare for cultural norms on the job

- Ensure candidate is aware of and accessing available settlement services through the settlement partner(s) in their community.

- Follow up with candidates on monthly basis for twelve months to provide support on immediate settlement challenges including access to finance, challenges with housing, driver's licenses, enrollment in school etc. Ensure that you check in on the well-being of spouses and children and provide them resources to aid in their settlement and potentially employment.

- At six months after arrival, carry out post-arrival survey.

- If/when candidate is comfortably settled, confirm if they would like to mentor future candidates.

- Provide candidate resources on the path to a durable solution. This is essential if the candidate is on a temporary pathway that they understand the steps and timeline to permanence or a durable solution.

Completing the module

Success: Durable solution

Some candidates will arrive with a durable solution. Others will be on a pathway to a durable solution. We consider a durable solution obtained when a candidate has permanent residence or citizenship in their destination country. For some candidates, this may be a multi-year process.

No success: Pending durable solution

Candidate is denied their application for permanence or other durable status. Should trigger an analysis and/or advocacy strategy. Tailored risk mitigation strategy essential here.

Guidance notes

- For many candidates, the housing search will become the immediate top priority that TBB and settlement providers should provide support on.

- Our role is to connect people to existing services and resources via our settlement partners rather than providing services directly. Key areas of services we should be prepared to facilitate connections to include mental health and trauma support, English language support, access to driver's licenses, access to loans.

- Candidates with families are more likely to need robust settlement support upon arrival.

- Connect candidate to legal resources to help them understand their route to a durable solution (as well as options like family reunification). Explore what level of support the employer can provide on this front.

Module 10: Welcome/onboarding and post-placement monitoring

Overview

Employer welcomes their new employee and family and initiates an induction and onboarding process for the new employee. TBB or local partners check in with employer and employee to ensure work is going well and put in place remedial measures if required.

Actors

- Employer
- Destination Country team
- Destination Outreach partner or Destination Settlement Partner

Key Competencies

- Employer relations
- Candidate engagement
- Work-place support
- Familiarity with destination country resources

Templates

- Canada - Two week check in template- candidate
- Canada - Two week check in template- employer

Key Steps

- Check in with candidate prior to first days of employment to confirm readiness for work, answer any outstanding questions.

- Check in with candidates and employers after first and second weeks on the job to see if any challenges arising that need to be addressed on the job.

- Check in with candidate's manager on a monthly basis for 6 months for feedback on candidate's performance.

- Provide tailored remedial support to the candidate as needed. Might include referrals to English language providers, identifying professional mentors, offering candid feedback on work culture and norms, etc.

Completing the module

Success: Retention

Retention is recorded at 6 months and one year on the job.

No Success: Termination

Candidate can be terminated voluntarily, for cause, or without cause. Any termination within the first year should be noted and support provided to the candidate, as required. Specifically, if the candidate is on a temporary visa and termination would jeopardize their pathway to a durable solution TBB must provide targeted support to assist them to find new employment or another visa solution.

Guidance notes

- Our goal is not to create an extra level of triangulation between a candidate and a manager. Rather, our goal is to provide another layer of support to the candidate and employer in achieving a successful outcome on the job. We should not be providing feedback to the employee that the employer isn't providing directly, but rather reinforcing what they're hearing at work and providing additional resources.

- A brief monthly phone call can be sufficient to help the employer and candidate know they've got our team for support.

- Celebrate the candidate's 1-year anniversary with a social media post (where they consent to this)!

Annex 1: Milestones, Conversions, and Key Metrics

TBB's key metrics map directly to the milestones identified in its model. These are the metrics that we and partners monitor on a quarterly basis to drive decision-making about process refinement and improvement.

Milestones, Conversions, and Key Metrics	
Milestone #1a: Job Description	# of employers who initiate recruitment by providing a job description Disaggregated by: destination country, geography type, employer size, industry, highest contact level, and referral type
Milestone #1b: Talent Catalog profile	# of profiles on the Talent Catalog Disaggregated by: source country, gender
Milestone #2: Candidate shortlist	# of intakes and CVs created # of skills-building referrals (English language or other) # of resumes of active candidates submitted to employers (not samples) Disaggregated by: source country, gender
Milestone #3: Invitation to Interview	# of interview processes facilitated # of refugees interviewed # of employers who interview candidates Disaggregated by: source country, gender
Conversion #1	% of employers who convert from job description to interview
Milestone #4: Written Job Offer	# of job offers issued # of refugees who receive job offers # of employers who extend an international job offer Disaggregated by: destination country, source country, gender

Conversion #2	% of interview processes that convert to offers
Milestone #5: Signed Contract	# refugees who accept job offers # of refugees who reject job offers Disaggregated by: destination country, source country, gender
Conversion #3	% of offers that convert to acceptance
Milestone #6: Visa application lodged	# of principal applicant visas lodged # of total visa applicants (including family) Disaggregated by: destination country, source country, gender (including boys & girls)
Milestone #7: Visa application Approved	# of principal applicant visas approved # of total visas approved (including family) Disaggregated by: destination country, source country, gender (including boys & girls)
Conversion #4	% of principal applicant visas lodged that are accepted
Milestone #8: Relocated	# of people relocated Disaggregated by: destination country, source country, gender (including boys & girls)
Conversion #5	% of people approved for visas who relocate
Milestone #9: Retention	# of people who are retained at 6 months # of people who are retained at 1 year Disaggregated by: destination country, gender, termination cause
Milestone #10: Durable solution	# of candidates who access a durable solution (permanent residence or citizenship) Disaggregated by: destination country, gender
Conversion #6	% of people relocated who have secured a durable solution (permanent residence or citizenship)