



Operationalizing Inclusion- Policies and Practices that Support and Retain Staff

LeadingAge[®] MN
FOUNDATION

THANK YOU TO...

The **LeadingAge Minnesota Foundation (LAMF)** who is proud to lead this work, on behalf of our LeadingAge Minnesota members.

The **Employer Voices Advisory Council** and **Immigrant Voices Advisory Council** — comprised of LAMN members and partners.

This work was made possible through the generous support of the **MN DHS Grants, Equity, Access, and Research Division.**

Westlund Enterprises — a valued consultant and LAMN member who helped create and facilitate the training you see today.

Operationalizing Inclusion-Policies and Practices that Support and Retain Staff

Focused topics include:

- Revising policies and procedures to support New Americans
- Strategies for supporting multilingual staff that allow for individualized learning and growth
- Creating a sense of belonging regardless of background and position

All statistics displayed in this presentation were retrieved from the LAMF Employer Guide

Presenter Introductions



Adam White (Head of People & Culture) –
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Roger White (Chief Executive Officer) –
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Revising Policies, Programs, and Benefits for Inclusivity

Policies in Practice

- PTO / Leave
- Harassment Policy

Benefits in Practice

- Mental Health
- Transportation

Programs in Practice

- Mentorship
- Referral Programs



Adam White (Head of People & Culture) – Mount Olivet Homes

Create a Safe Environment — Address Harassment and Discrimination

New Americans are disproportionately likely to experience:

- Derogatory comments about accents
- Mocking of cultural dress or religious practices
- Biased assumptions (“They don’t understand,” “They’re too slow”)
- Resident or family harassment

A safe environment is the foundation of retention. Facilities should:

- Train supervisors to intervene quickly and consistently
- Include protection from harassment in every orientation
- Create anonymous reporting mechanisms
- Communicate to residents and families that harassment is not tolerated



Roger White (Chief Executive Officer) – Mount Olivet Homes

LAMF's Employer Guide

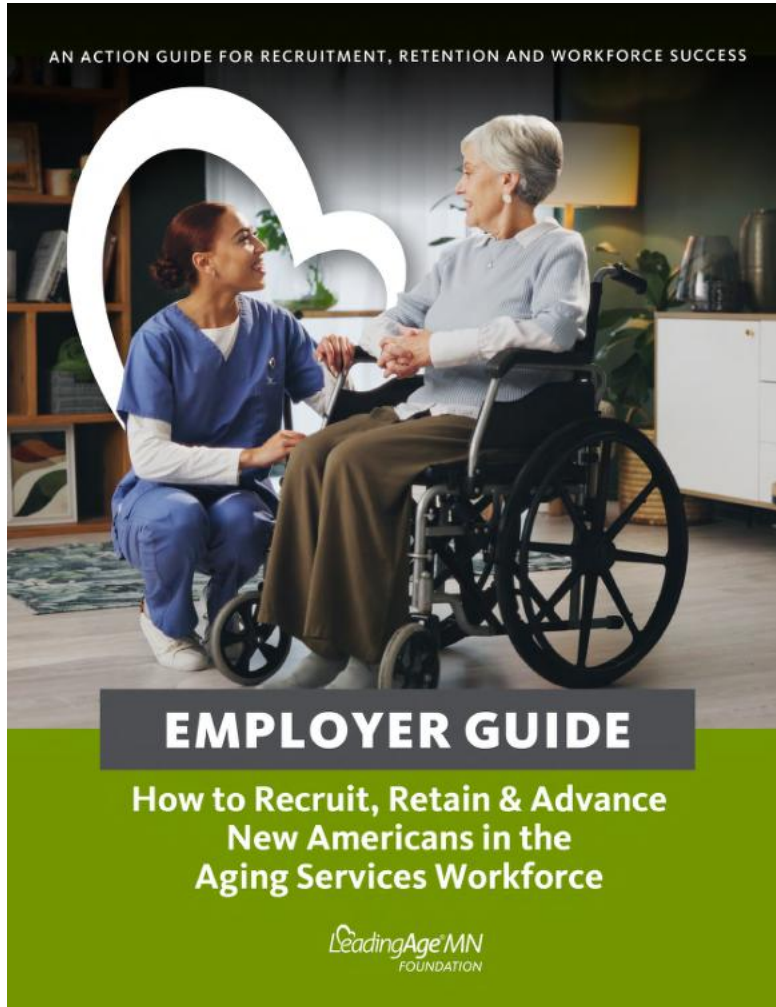


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TOOLS & TEMPLATES

- ▶ **Section 3 Tools:** Partner & Prepare
- ▶ **Section 4 Tools:** Recruit & Hire
- ▶ **Section 5 Tools:** Welcome & Onboard
- ▶ **Section 6 Tools:** Educate & Retain

Checklist for Change: Policies, Programs, and Benefits

SECTION 3 TOOLS: PARTNER & PREPARE

How to Use This Tool:

- **Treat it as a living document:** check off what's already in place or needs revision.
- **Share with HR, leadership, or workforce committees** to assign responsibilities.
- **Start small:** pick one action per section to implement this quarter.
- **Use the Notes column** to document progress, owners, or deadlines.
- **Revisit regularly** to track and celebrate wins.

	Area	What to Consider/Change	Currently in Place	Needs Revision	Employer Notes/Progress
POLICY	Holiday Flexibility	Most U.S. calendars don't align with cultural/religious observances. Add 2–3 floating holidays; allow substitution (e.g., Eid for Christmas); train managers to approve equitably.	☐	☐	
	PTO / Leave	Extended leave may be needed for traveling abroad or immigration hearings. Expand unpaid leave up to 6 weeks; simplify request form; ensure consistent manager application.	☐	☐	
	Harassment	Harassment can come from coworkers, residents, or families. Expand policy scope; add anonymous hotline; translate policies; provide bystander training for staff.	☐	☐	
	Phone Use	Time zones make family contact difficult. Allow break-time calls; provide staff with Wi-Fi; clarify limits during direct care.	☐	☐	

Strategies for Supporting Multilingual Staff

- Watch for input overload and the effects of what can occur
- Differentiate communication to better focus on the audience today and not the audience yesterday or tomorrow
- Translanguaging fatigue – bringing English terms and phrases into one's native language can be exhausting
- Multimodality learning should be a constant theme – practice auditory, visual, and tactile learning practices with all training sessions

Multimodal Training

Demonstrations, visuals, hands-on practice, and plain-language step lists ensure comprehension across languages.

Another way to think of it – **auditory, visual, tactile** learning

All training should have aspects of **multimodal** training, which can include:

- Handouts or related items to read or review
- Slides, videos, or other visual cues to aid in retention
- Hands on, labs, or “now you show me” sessions to display knowledge



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Input Overload: How to Recognize & Respond to Overwhelm

SECTION 5 TOOLS: WELCOME & ONBOARD

- **How to Use This Tool:**
- Watch for signs of overload in onboarding, orientation, or training sessions.
 - Step in supportively, offering breaks or adjustments before overwhelm becomes disengagement.
 - Normalize overload as a common experience, not a weakness.

Sense/Area	What to Look For	Employer Response
Hearing	Very quiet responses, or sudden irritability.	Gently check in: “Let’s pause — how are you doing with this information?”
Sight	Squinting at materials, shutting down, or avoiding eye contact.	Ensure large-print, high-contrast visuals. Offer to review in smaller groups.
Touch/Interaction	Fidgeting, avoiding materials, withdrawing from group work.	Shift to hands-on demonstrations or provide 1:1 coaching.
Smell/Taste	Skipping meals or eating excessively during breaks (stress-related).	Offer a relaxed break with varied food options. Respect dietary/religious needs.
Cognitive Tasks	Struggling with paperwork, computer portals, or forms.	Provide step-by-step guidance, allow more time, or pair with a mentor.

► **Ways to Support Employees Experiencing Overload:**

- **Build in breaks:** Plan regular pauses, and stay flexible if someone needs an unscheduled breather. Normalize breaks and questions so employees don’t feel singled out.
- **Offer variety:** Recognize that overload may show up differently across cultures and languages. Use slides, videos, discussions, and hands-on practice to match different learning styles.
- **Normalize note-taking:** Encourage writing questions down; let ELL employees use their native language to capture notes.
- **Pair support:** Place a mentor or second trainer in group sessions for added assistance. Train mentors and supervisors to spot and respond to signs early.
- **Survey ahead:** Ask about food, learning preferences, or accessibility needs before training begins.
- **Keep it private:** If intervention is needed, step aside quietly and check in compassionately. Treat input overload as normal, not a weakness.

Appreciate with Purpose

Appreciation is one of the strongest predictors of retention for New American employees.

- Celebrate diversity
- Use culturally-aware appreciation strategies
- Acknowledge important holidays
- Celebrate small wins and long-term service
- Connect through newsletters, bulletin boards, or team huddles
- Show genuine curiosity
- Build community through shared activities



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Career Development Questionnaire

SECTION 6 TOOLS: EDUCATE & RETAIN



How to Use This Tool:

- Complete during **1:1 conversations** (supervisor, HR, or mentor writes responses).
- Use the **Employer Action/Follow-Up** column to commit to next steps.
- Revisit at **6-month and annual reviews** to update progress.
- Pair with an internal **career pathway map** so employees can see advancement opportunities visually.

	Questions	Employee Response	Employee Action/Follow-Up
CAREER GOALS	Where would you like your career to be in 1 year? In 5 years?		
	What does “success” in your career look like to you?		
	Is there a specific role or position you’d like to work toward?		
	Are you interested in leadership or mentoring roles in the future?		
	Do your current responsibilities reflect your long-term goals?		
SKILLS & EXPERIENCE	What skills do you feel strongest in right now?		
	What skills do you have that may not be fully used here?		
	Did you hold other professional roles or certifications in your home country? (if applicable)		
	Which tasks or projects have felt most meaningful to you so far? Why?		
	Are there new skills, trainings, or certifications you’d like to pursue?		

Going to the Floor

Leaders who are seen are known.

Leave the office, reduce the number of meetings, thread yourself into your team.

Leaders who regularly visit the floor and their employees find the following:

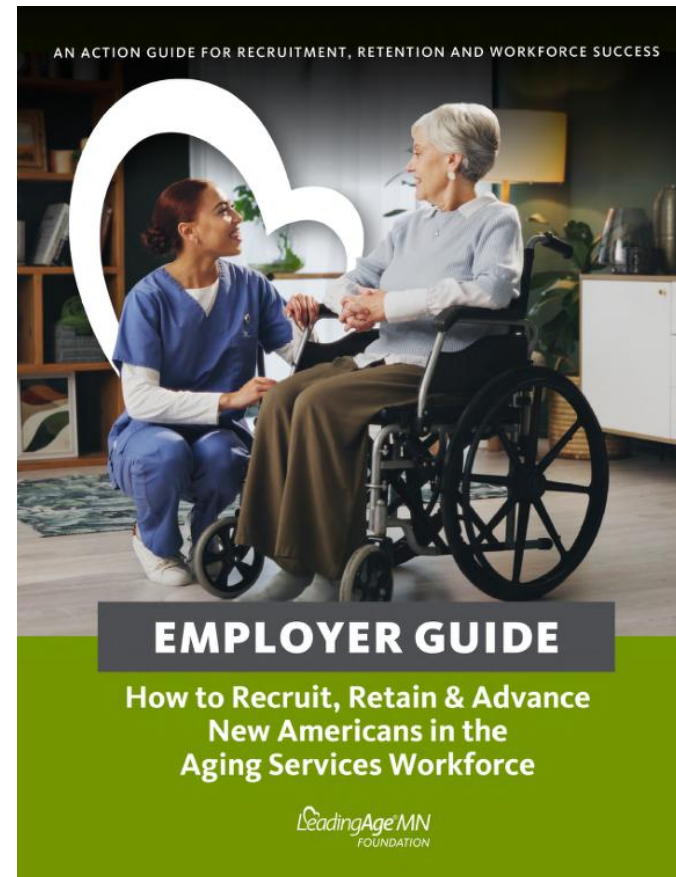
- Increased retention
- Increased level of respect
- More intimate connections



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Let's Recap

- Revising policies and procedures to support New Americans
- Strategies for supporting multilingual staff that allow for individualized learning and growth
- Creating a sense of belonging regardless of background and position



Thank You!