

AN ACTION GUIDE FOR RECRUITMENT, RETENTION AND WORKFORCE SUCCESS



EMPLOYER GUIDE

How to Recruit, Retain & Advance
New Americans in the
Aging Services Workforce



Leading Change. Changing Lives.



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LeadingAge[®] MN FOUNDATION

The **LeadingAge Minnesota Foundation** is proud to lead this work, on behalf of our LeadingAge Minnesota members, drawing on our mission to strengthen Minnesota's aging services workforce through research, resources, and innovation.

We extend our deepest gratitude to the **Employer Voices Advisory Council** and **Immigrant Voices Advisory Council** — comprised of LeadingAge Minnesota members and partners — for their dedication, expertise, and lived experiences. Their thoughtful input and commitment shaped the strategies, practices, and examples throughout this resource, ensuring it is both practical and meaningful for employers.

We also recognize the valuable contributions of **LeadingAge Minnesota** members across the state who shared insights, data, and promising practices from their own organizations. We thank our business partner, [Westlund Enterprises](#) for their skilled expertise in

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Together, these contributions reflect a shared commitment to building a strong, inclusive aging services workforce that upholds the values of care, service, respect for our aging population, and the strength of community care.



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WELCOME,
**LEADINGAGE
 MINNESOTA
 MEMBERS!**

Thank you for your commitment to serving older adults across our state. Through extensive research, input from members, and collaboration with New Americans themselves, the **LeadingAge Minnesota Foundation** is proud to present the **Employer Guide: How to Recruit, Retain & Advance New Americans in the Aging Services Workforce.**

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HOW TO USE THIS GUIDE

This Guide is a practical, action-based resource designed specifically for aging services employers. Whether your organization is *just beginning to engage* New Americans or *already has strong practices in place*, this resource provides clear strategies, detailed guidance, ready-to-use tools, and inspiration to strengthen your workforce and enrich resident care.

▶ **Aging services has always benefited from the contributions, skills, and dedication of immigrants and New Americans.**

Our sector is among the most diverse in health care, a diversity that reflects both a history of systemic barriers that limited opportunities for immigrant health professionals and shared values that deeply align with this work — **compassionate care, intellectual strength, respect for elders, and traditions of community care.** This history gives us a unique opportunity today: to build on that experience and ensure workplaces are welcoming and supportive for all generations of New Americans, now and in the future.

This Guide is designed to be a flexible companion — not a prescriptive manual. Every organization is starting from a different place: some are just beginning to engage New Americans, while others are refining well-established practices. Use this resource to supplement and enhance what you already do, and adapt it to your mission, vision, and community.

EXPLORE IT!

- Which of the tools here can strengthen our current practices?
- Where can we adapt policies to better support New American staff?
- Which strategies align with our mission, vision, and workforce goals?

WHO SHOULD USE THE GUIDE?

This resource is for leaders, managers, and staff at all levels of aging services organizations.

- **HR leaders** can integrate practices across departments and track progress.
- **Recruiters** can use pre-recruitment strategies to build partnerships with community-based organizations (CBOs).
- **Frontline managers** can strengthen staff retention by adapting policies and programs to meet New American needs.
- **Department heads** can incorporate cultural traditions, language access, and intentional practices that support advancement into everyday resident care.

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TIPS ON HOW TO TAKE ACTION

To make the content practical and easy to use, you'll find these recurring elements:



ACTION STEPS:

Each section ends with action steps you can start right away.

- **Today tasks** take <2 hours (e.g., email a local organization, review a policy).
- **Tomorrow tasks** take 2–4 hours (e.g., host a staff feedback session).
- **Next Week tasks** take 4+ hours (e.g., launch a mentorship program).



PROOF IN PRACTICE:

Real stories and examples from New American staff and providers showing how changes make a difference.



LANGUAGE LIGHT BULBS:

Tips to bridge communication gaps, such as sharing translated glossaries or multilingual-friendly hiring practices.



TOOLS:

A collection of ready-to-use, standalone resources to help you put strategies into action. These 13 practical tools—like worksheets, checklists, sample policies, and communication aids—are available as individual downloads throughout the guide and in the appendix.

KEY THOUGHTS

Change Is Hard — But Necessary

Adapting new policies, procedures, and practices takes effort — But the cost of standing still is higher: unfilled positions, overworked staff, and compromised resident care. Begin with small, manageable tasks — to help you move forward. You don't have to do everything at once, but you do have to start. **“Be not afraid of growing slowly; be afraid only of standing still.”** – Chinese Proverb¹



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INTRODUCTION TO NEW AMERICANS

The Minnesota Department of Human Services defines a New American as **“an individual born abroad and the individual’s children”**². This broad definition includes not only newcomers who recently arrived in the U.S., but also those who have been part of Minnesota for decades. This definition encompasses **immigrants, permanent residents, naturalized citizens, U.S. citizens born abroad, refugees, and U.S.-born children of immigrants.**

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PROFILES OF MINNESOTA'S NEW AMERICANS

No two New Americans share the same story. Some grew up in Minnesota as the children of immigrants, while others came more recently as refugees or through employment opportunities. Some arrive fluent in English, while others speak multiple languages and are learning English for the first time.

What unites them is the unique perspectives they bring to our workforce. The following profiles highlight just a few of the many journeys you may encounter among New Americans working in aging services across Minnesota.



**These profiles are inspired by real roles and experiences in our field; they do not depict real individuals.*

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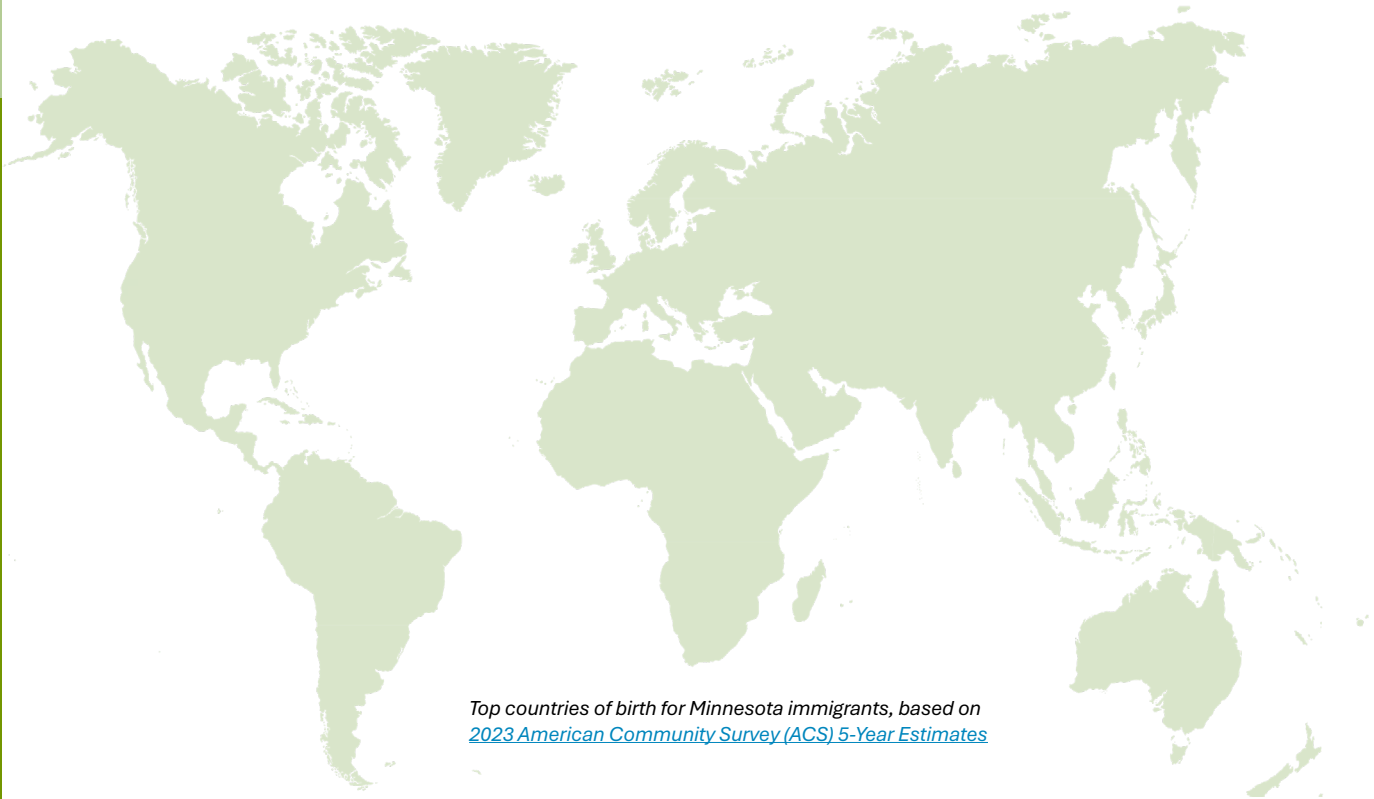
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TOP COUNTRIES OF BIRTH FOR MINNESOTA IMMIGRANTS

Minnesota’s immigrant population comes from a wide range of countries. The graphic below highlights the largest communities represented in the state.³

Top Countries of Birth for Minnesota Immigrants



Top countries of birth for Minnesota immigrants, based on [2023 American Community Survey \(ACS\) 5-Year Estimates](#)

TOP LANGUAGES SPOKEN IN MINNESOTA (NON-ENGLISH)

Many Minnesota residents speak languages other than English at home. These language communities strengthen workplaces and support culturally informed care^{4, 5, 6}

Rank	Language	Speakers (est.)	Rank	Language	Speakers (est.)
1	Spanish	~185,000	9	French	~14,000
2	Somali	~92,000	10	Karen	~13,000
3	Hmong	~82,000	11	Swahili	~12,000
4	Vietnamese	~30,000	12	Hindi	~11,500
5	Chinese	~25,000	13	Laotian	~11,000
6	Oromo/Amharic	~22,000	14	Tagalog/Filipino	~10,500
7	Russian	~18,000	15	Ukrainian	~10,000
8	Arabic	~15,000			

Estimated number of Minnesota residents who speak languages other than English at home, based on ACS and community language reports (2023). Figures include both immigrants and U.S.-born individuals in multilingual households.

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WHY THIS WORK MATTERS

MINNESOTA'S GROWING TALENT SOURCE: NEW AMERICANS

Aging services providers in Minnesota are facing one of the most urgent workforce challenges in history, as Minnesota's aging population is booming. More than **12,500 caregiver positions remain vacant statewide**⁷, and workforce shortages directly affect an organization's ability to admit residents, maintain staffing ratios, and ensure high quality, person-centered care.

Minnesota's aging services system is at a turning point. At the same time, **New Americans represent one of the fastest-growing, most reliable sources of talent** — and their role in sustaining care will only grow in the years ahead.

KEY THOUGHTS

The Growth is Clear

Employment among foreign-born workers in Minnesota grew **7% between 2019–2023**, compared to just 0.6% among native-born Minnesotans⁹. Employers who adapt now will have a long-term workforce advantage.

► **Demographics make the case undeniable. In the past decade, the state's foreign-born population increased by 26%, and now makes up 8.5% of Minnesota residents — nearly half a million people.**⁸

94% Nearly all of Minnesota's net population growth in recent years has come from international migration¹⁰.

61% In 2021, most foreign-born Minnesotans were in their prime working years (25–54), compared to just 38% of the total population.¹¹

1 in 3 Immigrants make up nearly a third of direct care workers nationwide.¹³

>80% Refugee hiring programs in aging services report 80–90% retention rates, compared to an industry average closer to 40%.¹²

Staff who speak multiple languages and understand diverse cultural backgrounds help improve resident communication, strengthen trust with families, and support better care outcomes.^{14,15}

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HONORING OUR HISTORY: A FIELD BUILT ON DIVERSITY

Aging services is among the most diverse sectors in health care: immigrants make up 28% of the direct care workforce in aging services, compared to about 17% of the overall U.S. labor force.¹⁶ This concentration of immigrant talent did not happen by chance. Historically, systemic barriers — including credential recognition challenges, limited career pathways, and the undervaluing of immigrant nurses and other trained professionals — meant many New Americans entered frontline direct care roles even when their qualifications extended far beyond them¹⁷.

Acknowledging this history is not about blame — it is about clarity: It shows us that aging services employers already have deep experience working alongside immigrant and refugee colleagues. Now is the chance to write the next chapter: to create workplaces that are the most welcoming and supportive in health care, where New Americans can enter, grow, lead, and thrive. By doing so, employers carry forward the values that define our field: respect for elders, the value of caring for one another, and the strength of community care.

THE BUSINESS CASE FOR SUPPORTING NEW AMERICANS

The choice is clear: employers who invest in New Americans will be the ones who stabilize their teams, save money, and deliver consistent, high-quality care.

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PROOF IN PRACTICE

WISCONSIN'S SUCCESS WITH REFUGEE HIRING

LeadingAge Wisconsin is working closely with the state's refugee resettlement offices and member organizations to connect newly arrived refugees with employment at aging services settings. Together, they are building pipelines that include not only jobs, but also wraparound supports such as English language learning supports and more.

The results are clear: refugee hiring programs in aging services show 80–90% retention rates, compared to an industry average closer to 40%.

“The stability we’ve seen when refugees are supported is extraordinary. Providers tell us they’re not only filling positions, but building long-lasting teams that bring consistency to resident care. When refugees thrive, residents receive consistent, reliable care.” – Kate Battiato, LeadingAge Wisconsin



ACTION STEPS: INTRODUCTION

TODAY (under 2 hours)

- **Share a key point from this guide with your leadership team** to spark conversation, such as “Nearly 1 in 3 direct care workers nationwide is an immigrant” — and ask: How does our staff makeup compare?
- **Self-reflect on your organization’s mission and vision statements:** Do they name inclusion or reflect the diversity of the communities we serve?
- **Identify potential staff “champions”** (New Americans or allies) to help lead your organizations use of this guide.

TOMORROW (2-4 hours)

- **Introduce the guide and explain its purpose** at a routine meeting with managers or HR staff.
- **Invite a New American staff member** (or someone connected to immigrant communities) to share experiences or ideas in a safe, voluntary way.
- **Reach out to one peer organization** to ask how they are engaging New American workers.

NEXT WEEK (4+ hours)

- **Conduct an initial workforce scan:** Compare your staff demographics with local community demographics. Do your staff reflect the communities you serve?
- **Host a staff feedback session** to share the guide with all levels of staff and discuss priority activities and implementation ideas.
- **Meet with HR and Senior Leadership** to develop a plan to integrate the guide into organization performance goals.

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PARTNER & PREPARE

Building a network of community partnerships is like building a house: a strong, cohesive foundation determines long-term stability. In workforce development, this foundation is built through **trusting, reciprocal relationships** with community-based organizations (CBOs), cultural leaders, and networks that New Americans already rely on.



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BUILDING PARTNERSHIPS FOR SUCCESS

Minnesota is home to more than **2,800 community-based organizations** serving nearly **100,000 people** every year²⁴. And as Minnesota becomes increasingly diverse—with **12% of residents born outside the U.S.** and **1 in 5** speaking a language other than English—these partnerships are increasingly essential to workforce success²⁵. Employers who actively engage with communities today are building sustainable workforce pipelines for tomorrow.

► **Pre-recruitment is not about filling jobs quickly. It’s about laying the groundwork for credibility, belonging, and long-term workforce stability.**

PARTNERING WITH COMMUNITY-BASED ORGANIZATIONS

Community-based organizations (CBOs) are often the first point of trust for New Americans as they navigate employment, housing, language learning, and legal systems. Employers who engage with their local CBOs demonstrate that they value employees as whole people, not just workers.

- 1 **Focus on authentic relationships.** Show up consistently, attend community events, and follow up regularly. Steady contact matters more than contracts. Use the [Community Tool Box](#)²⁶ for guidance on building grassroots, trust-based partnerships.
- 2 **Connect with CBO Navigators.** Navigators, case managers, job counselors, and community outreach staff are often the best bridge to potential employees and their families.
- 3 **Ask what the community needs—not what you want from them.** Lead with humility: “What does your community need most from an employer like us?”
- 4 **Offer value first.** Transportation support, workplace tours, resume workshops, and onsite English classes build trust. The Silos to Circles²⁷ resource can help you structure collaborative conversations and joint problem-solving with partners.
- 5 **Meet with Minnesota Workforce Strategy Consultants.** These regional experts²⁸ can help you understand local demographics, identify labor pools, and uncover community resources you may be overlooking.
- 6 **Start with one or two relationships—not twenty.** Depth is more important than breadth. Strong early partnerships set the stage for long-term, sustainable pipelines.



LANGUAGE LIGHT BULB

The LeadingAge Foundation offers a **5-part multilingual video series** you can use as you build connections in the community. These videos are designed to increase awareness of aging services careers in linguistically diverse communities and help Minnesotans gain a clearer understanding of what aging services is—and the many meaningful career pathways available in this field.

[Access these videos, in 8 different languages.](#)

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PARTNERING WITH COMMUNITY LEADERS

Not all trust flows through formal organizations. Many New Americans look to faith leaders, elders, cultural connectors, and informal advisors when choosing where to work. These leaders help open doors, build credibility, and can deepen your understanding of cultural expectations around work, caregiving, and communication.

How Employers Can Begin

- **Ask staff**, “Who in your community is a trusted leader we should know?”
- **Attend community events**, such as cultural celebrations, faith gatherings, neighborhood festivals.
- **Invite leaders into your workplace** for tours, introductions, and Q&A.
- **Ask what are their community values** in a healthcare employer.
- **Host small, informal meetups**, such as coffee chats, roundtables, or open houses.
- **Offer your building** as a meeting, training, or event space when possible.

How to Find Community Leaders

- Staff referrals (your strongest resource)
- Ethnic and cultural community centers
- Faith institutions
- Immigrant-serving nonprofits
- Local chambers of commerce and multicultural business groups
- Schools, adult education centers, ESL programs
- Ethnic grocery stores, markets, and cultural associations



MAP OF RESOURCES FOR NEW AMERICANS

Find Community Partners Near You.

Our interactive map highlighting 200+ community-based organizations and agencies serving New Americans across Minnesota. Use it to discover nearby partners, deepen relationships with local support networks, and connect your staff with the cultural, community, and legal resources that help them thrive.



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UNDERSTANDING YOUR WORKFORCE

To meaningfully support New American employees, you need to understand who is already on your team and who lives in your community.

1 Review your employee data—confidentially and respectfully. Look at:

- Preferred languages
- Countries of origin
- Commute patterns
- Tenure and retention
- Promotion and training participation

**Never ask about immigration status.*

2 Update or add voluntary self-identification fields. Include:

- Preferred name
- Pronunciation
- Preferred communication methods
- Languages spoken
- Cultural considerations that support inclusion

3 Analyze local demographic data. Use data from the [Minnesota Compass](#) and [Department of Employment and Economic Development](#), and your county's public data to understand:

- Languages spoken nearby
- Immigration trends
- Refugee arrivals
- Neighborhood and commuting patterns

4 Ask your staff. A short, anonymous 3–5 question pulse survey can help identify:

- Barriers (transportation, scheduling, English classes)
- Internal cultural leaders
- Community connections
- Training needs



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REVISING POLICIES, PROGRAMS, AND BENEFITS FOR INCLUSIVITY

Policies that work well for long-tenured staff are not always designed with New Americans in mind. Many immigrant workers face unique challenges — from navigating complex immigration paperwork, to observing cultural holidays unfamiliar to U.S.-born staff, to balancing family responsibilities across continents.

Updating these areas sends a powerful message: you belong here. Importantly, the same changes that support New Americans also benefit all staff, building a culture of flexibility and care. Here are a few examples:

1 Policies in Practice:

- **PTO / Leave:** When a parent or sibling passes away abroad, a standard two-week leave often isn't enough. With long flights, high ticket costs, and the need to support extended family, New American staff may require more time.
 - Flexible PTO policies allow employees to be present for their families without risking their jobs.
- **Harassment Policy:** Anti-harassment policies exist in most handbooks, but they rarely address the reality of immigrant staff who may experience harassment from residents or residents' families.
 - Policies alone don't protect people — employers must respond in the moment and provide safe, ways to report.

2 Programs in Practice

- **Mentorship:** One day of orientation is rarely enough for a new hire who is also adjusting to a new country.
 - Structured mentorship and extended onboarding help New American staff learn the job, build trust, and stay long term.
- **Referral Program:** Word-of-mouth is a trusted way for immigrants to find safe workplaces.
 - A well-designed referral program — with multilingual materials and tiered bonuses — turns staff into ambassadors and builds stronger pipelines.

3 Benefits in Practice

- **Mental Health:** Migration stress, trauma, and adjustment challenges can affect well-being. For immigrants from tropical or warm climates, like Asia or African countries, Minnesota's long, dark winters can also trigger seasonal depression, making it harder to adjust.
 - Employers who offer multilingual counseling and normalize use of Employee Assistance Programs (EAPs) show staff mental health support is part of the culture.
- **Transportation:** Reliable transportation is a barrier for many, especially in rural areas.
 - Subsidized bus passes, carpools, or shuttle options help New Americans — and others — get to work consistently and on time.

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CHECKLIST FOR CHANGE: POLICIES, PROGRAMS & BENEFITS

See the full [Checklist for Change: Policies, Programs and Benefits](#) for additional policies, programs, and benefits you can adapt in your organization.



HOW TO GET TO “YES”

Use the [How to Get to “Yes”](#) tool, which helps supervisors respond to employee requests with a “Yes, and” mindset that builds trust, respect, and retention.



ACTION STEPS: PARTNERSHIP & PREPARATION

TODAY (UNDER 2 HOURS)

- **Ask one staff member** where they turn for cultural or community support—their insights can reveal valuable partnership leads.
- **Explore the [Map of Resources for New Americans](#)** to identify one new partner or program within your community.
- **Review one workplace policy through a “New American lens”**—holiday, PTO, phone use, or scheduling—and identify one small improvement you could make.

TOMORROW (2-4 HOURS)

- **Meet with a Navigator or community leader** to learn about immigrant community needs and how they perceive employers in your area.
- **Host a staff huddle** to gather feedback on barriers New American employees face and how referral or mentorship programs could better serve them.
- **Attend a cultural or faith-based event** (e.g., community festival, mosque open house) simply to listen and learn — no recruiting agenda.

NEXT WEEK (4+ HOURS)

- **Conduct a policy review session** with HR/leadership to identify needed updates in PTO, holiday flexibility, or leave for international family travel.
- **Gather data to understand your current workforce:** Review employee language skills, tenure, promotion pathways, shift preferences, and commute patterns (without collecting immigration status).
- **Set up a standing quarterly meeting** with your closest community partners to share updates, discuss staff needs, and strengthen mutual support.

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RECRUIT & HIRE

Traditional recruitment has long followed the same formula: employers post a job, applicants respond, interviews happen, and offers follow. In this model, the employer is firmly in control. But today’s labor market looks very different. Recruitment is **competitive, relational, and requires employers to be just as accessible and adaptable as the candidates they hope to attract.**



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For New Americans, the stakes are even higher. Complex jargon, inaccessible job postings, and language barriers can prevent qualified candidates from ever applying. By modernizing recruitment practices, employers can expand their applicant pool, reduce hiring costs, and build stronger, more diverse care teams.

► **Recruitment in aging services is costly, time-consuming, and competitive.**

- **Competitive Market:** Nearly every U.S. nursing home is hiring: in a 2024 survey of 441 providers, 99% had open positions, 94% said recruiting new staff is difficult, and for 80% it takes at least one to three months—or longer—to fill a vacancy.²⁹
- **High Cost of Turnover:** National estimates show replacing a single RN costs \$50,000–\$70,000, and replacing a nursing assistant or home care worker in long-term care costs more than \$2,000 per employee, not including the indirect costs of lost experience and continuity of care.^{30 31 32}
- **Long Time to Hire:** National benchmarks indicate that recruiting an experienced RN takes 59–109 days (about three months on average), and long-term care providers similarly report that vacancy fill times often extend over multiple months.^{33 34 35}

JOB DESCRIPTIONS THAT INSPIRE CONFIDENCE AND IMPROVE CLARITY

A job posting or job description is often the first impression of your organization — and too often it’s long, jargon-filled, or outdated. More importantly, it may not clearly communicate what the role actually involves. The goal is simple: ensure potential applicants genuinely understand the position, the expectations, and feel confident that they can achieve it.

Clear, straightforward job descriptions are not just good practice; they are also an essential language access strategy. When postings are easy to read, free of unnecessary complexity, and focused on the core responsibilities of the role, more New Americans can see themselves in the job — and take the first step toward applying.

► **Key Practices:**

- **Keep it simple:** Use short, clear sentences in plain language.
- **Cut unnecessary qualifications:** List only the requirements truly needed to start the job.
- **Use common terms:** Replace jargon with everyday language (e.g., “night shift” instead of “NOC”).
- **Reach people where they are:** Post on platforms that New Americans actually use, like Facebook, WhatsApp, and community bulletin boards — not just LinkedIn or Indeed.
- **Leverage networks:** Share postings with resettlement agencies, CBO Navigators, and culturally specific employment programs.

KEY THOUGHTS

Accessibility Matters

National literacy data indicate that approximately 54% of U.S. adults read below a sixth-grade level.^{36 37}

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HOW TO USE AI TO WRITE JOB DESCRIPTIONS

[Use this tool](#) to generate **plain-language, culturally accessible job postings** using step-by-step prompts.

COMMUNITY-BASED DIGITAL OUTREACH IDEAS

Many New Americans find information about jobs through community leaders, faith networks, and digital spaces they already use daily — not just mainstream job boards. Employers can expand their reach by:

1 Connecting with community leaders online.

- Message or email cultural community leaders, pastors, or organizers with postings and ask them to share in their networks.
- Provide translated flyers or short blurbs they can drop into WhatsApp or Facebook groups.

2 Using platforms New Americans are more likely to access.

- *Ethnic media websites*: local language news outlets often have community job boards or sponsored advertisement spots.
- *WhatsApp groups*: widely used by some Somali, Latino, and Southeast Asian communities for news, support, and job sharing.
- *Community workforce boards*: local immigrant councils, workforce development nonprofits often maintain smaller, trusted online job boards.

3 Offering shareable job ads.

- Create a short job posting graphic (with pay, hours, and contact info) that can be easily shared by community leaders, staff, or residents online.
- Keep the design mobile-friendly — most people will view it on their phone.



RECRUITMENT STRATEGIES TO REACH NEW AMERICANS

Posting to mainstream job boards with a “wait and pray” mentality doesn’t cut it in today’s tight labor market. [Use this checklist](#) to **diversify your recruitment channels and connect directly with New American communities**.

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INTERVIEWING BEST PRACTICES

Interviews are more than a screening tool — they’re a chance to build trust with potential staff. For New Americans, the traditional format can create unnecessary barriers. Small adaptations can make interviews more welcoming and equitable.

► Ideas to adapt your process:

- **Bridge language gaps:** Use free interpreter services from resettlement agencies, bilingual staff mentors, or translation devices like Pocketalk.
- **Split the interview:** Conduct a technical portion in English but allow narrative questions in a candidate’s native language with a translator present.
- **Compare career pathways:** Be prepared to explain the benefits of working in senior care and aging services vs. hospital settings.



INCLUSIVE INTERVIEWING STRATEGIES

[Use this practical guide](#) for structuring **culturally responsive interviews** that reduce barriers and build trust.



THINGS A NEW AMERICAN MIGHT BE CONSIDERING

[Use this checklist](#) to help anticipate **logistics, barriers, and motivators that influence job decisions.**



CONVERSATION GUIDE

[Use this practical guide](#) to help communicate the **unique advantages of aging services roles**, featuring talking points and plain-language explanations.



LANGUAGE LIGHT BULB

Invite a bilingual mentor to participate in part of the interview in the candidate’s preferred language. If hired, that mentor can stay connected through the first 90 days — building continuity and trust.

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EMPLOYEE REFERRAL PROGRAMS

Employee referral programs remain one of the most powerful and cost-effective recruitment strategies, especially in New American communities where trust, relationships, and word-of-mouth shape where people choose to work.

For many New Americans, a job decision is influenced not by online job boards or traditional ads but by the experiences of friends, family, neighbors, and faith or community leaders. A strong referral culture signals that current staff feel safe, respected, and supported—and that they believe the workplace is worth recommending.

▶ Well-designed employee referral programs can:

- Strengthen retention (people stay where they have social support)
- Increase the quality of applicants
- Reduce recruitment costs
- Shorten time-to-hire
- Expand reach into cultural and linguistic communities
- Build employer reputation organically



PROOF IN PRACTICE

BUILDING A WORKFORCE BY WORD OF MOUTH

Mount Olivet Careview in Minneapolis has built a reputation that extends far beyond its walls. With more than **85% of staff foreign-born — many of African descent** — Mount Olivet has created a workplace where employees feel respected, supported, and proud of their contributions.

That reputation matters. Staff regularly refer friends and family to open positions, creating a steady pipeline of applicants. In fact, the program has been so successful that **Mount Olivet now has a waiting list of prospective staff** eager to join the team. A culture of inclusion has strengthened both employee retention and resident care outcomes, while also making Mount Olivet known in the community as an employer of choice.

“At Mount Olivet, we’ve built a workplace culture that feels like a safe haven for our team. When people feel like they’re part of a community, that’s when the real magic happens, and it’s truly something special to experience. We don’t just work alongside our employees; we walk with them like family.”

-Adam White, Head of People and Culture



EMPLOYEE REFERRAL PROGRAM BEST PRACTICES

To maximize effectiveness, referral programs must be simple, trusted, culturally inclusive, and meaningful for staff. [Use our tool](#) to start developing your own employee referral program.

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ACTION STEPS: RECRUIT & HIRE

TODAY (UNDER 2 HOURS)

- **Ask one New American staff member** how they found your organization and what helped them decide to apply.
- **Simplify one job description** using plain language and remove any non-essential qualifications.
- **Translate the headline or top 1–2 sentences** of a job posting into a language commonly spoken by your staff or local community.

TOMORROW (2-4 HOURS)

- **Host a short focus group** with New American staff to review interview questions and identify language or cultural barriers.
- **Post a job opening** on WhatsApp, Facebook, or at a local ethnic grocery store or community-based organization.
- **Reach out to a resettlement agency** to learn about interpreter services, job readiness programs, or employer orientation sessions.

NEXT WEEK (4+ HOURS)

- **Redesign your job description template** using plain language and cultural accessibility principles.
- **Have a bilingual staff member help review your online application** to identify confusing or inaccessible wording.
- **Launch or strengthen your employee referral program** with simplified steps, multilingual materials, and rewards meaningful to staff.



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WELCOME & ONBOARD

The first days of employment set the tone for whether a new hire feels they belong—and whether they stay. Investing in this process pays dividends: employees who feel supported at the start are more engaged, more confident, and more likely to stay long term.

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English language learners may need slower-paced orientation. International nurses may benefit from extended electronic medical record (EMR) training. Even routine steps—like background checks—can become stressful when they involve finding appointments, processing payments, navigating confusing directions, or arranging transportation to appointments. Without proactive support and connection to peers, new hires can feel isolated at the moment when they most need community.

KEY THOUGHTS

“White Glove Service”

Providing extra time and attention in onboarding is not a setback—it’s a necessary investment and approach to the job transition process in today’s world.

Employers who take a “white glove service” approach to onboarding demonstrate respect, build trust, and dramatically reduce the risk of early turnover. Investing in this process pays dividends: employees who feel supported at the start are more engaged, more confident, and more likely to stay long term.

BUSINESS CASE FOR ENHANCING YOUR ONBOARDING

► **Why spend more time and resources upfront? Because it saves you money and staff later.**

Over \$40k Turnover is expensive. Studies show that replacing a nurse can cost an organization \$40,000–\$60,000 once recruitment, overtime, orientation, and lost productivity are added up.^{38 39}

Up to 30% Early loss is common—and preventable. National workforce benchmarks show that up to 30% of new hires leave within their first 90 days.^{40 41} In healthcare settings, many of these early departures occur before new employees feel settled—before they ever reach full productivity.

Leaders and caregivers see onboarding very differently. While 68% of administrators believe their onboarding process is “industry-leading or ahead of the competition,” only 21% of caregivers rated their own onboarding experience as “excellent.”⁴²

40% Onboarding basics are breaking down. Only 41% of caregivers reported receiving a warm welcome, and just 40% said communication was clear and their questions were well-answered during onboarding.⁴³

49-68 Hours Onboarding takes significant time. Post-acute care organizations spend an average of 49–68 hours to fully onboard a single new hire—demonstrating how many resources are at stake when onboarding is ineffective.⁴⁴

88% Strong onboarding drives retention. Caregivers who feel supported during onboarding are 88% more likely to feel secure in their role and stay long-term.⁴⁵

► **Onboarding isn’t a delay in productivity—it’s the foundation for it.**

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PROOF IN PRACTICE

PRESBYTERIAN HOMES “WHITE GLOVE ONBOARDING”

Presbyterian Homes & Services (PHS) has been building a “white glove” onboarding approach for decades. Long before workforce shortages made national headlines, PHS recognized the essential role New Americans play in delivering high-quality senior care. Through its employer sponsorship program, PHS established a strong foundation for supporting immigrant employees and continues to evolve these practices.

Today, PHS is refining and expanding onboarding strategies—embedding them into workflows to ensure sustainability and impact for all employees. These efforts are not short-term fixes; they reflect a long-term commitment to inclusive workforce development.

“By embracing promising onboarding practices—like language support services, cultural competency training, and mentorship—PHS is not just welcoming New Americans; it’s unlocking their potential. These initiatives are powerful catalysts for success, and the results speak for themselves: engagement and workplace experience on par with their peers, higher retention, and glowing feedback from both employees and managers. The message is clear: investing in robust onboarding isn’t a choice, it’s the foundation for building a dynamic, high-performing workforce where everyone has the opportunity to excel.”

—Sheila Tandingan, Presbyterian Homes & Services Onboarding Manager

ONBOARDING PRACTICES THAT MAKE A DIFFERENCE

Effective onboarding is not about doing more—it’s about doing the right things consistently. These five practices create confidence, connection, and long-term retention for New American employees in the aging services field.

- 1 Prepare Before Day One:** Set expectations early so new hires arrive confident and informed.
 - Share offer letters, schedules, and key documents in plain, accessible language (translated when possible).
 - Give clear logistics up front: transportation, parking, dress code, meals, shift start time.
 - Assign one point of contact for pre-start questions.
- 2 Create a Warm, Welcoming Start:** The first hours shape how supported a new hire feels.
 - Greet them at the door and introduce them to their team.
 - Provide a simple welcome packet that covers what they need for the first week.
 - Pair each hire with a peer mentor, ideally someone who shares cultural or linguistic familiarity.

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3 Simplify the Administrative Load: Reduce stress by making paperwork and compliance easier.

- Walk through forms in person and at the new hire’s pace.
- Provide support for background checks, fingerprinting, and licensing steps.
- Offer hands-on help with digital tools, portals, and scheduling systems.

4 Train in Manageable Phases: Effective learning happens over time—not in a single week.

- Use a phased plan (30–60–90 days) to build skills gradually.
- Reinforce learning through hands-on practice and shadowing.
- Offer extended EMR or clinical system training for roles with high technical demands.

5 Build Belonging and Open Communication: Retention grows when people feel seen and supported.

- Create intentional moments for connection: peer groups, shared meals, cohort orientations.
- Acknowledge cultural diversity and encourage cultural navigators on the team.
- Hold structured check-ins at key milestones (1 week, 30/60/90 days).
- Ask what’s working, what’s unclear, and what support is needed next.



CHECKLIST FOR ONBOARDING NEW AMERICANS

[Here’s your step-by-step, actionable onboarding tool](#), especially designed for New American hires into aging services settings.



HOW TO RECOGNIZE & RESPOND TO OVERWHELM

Early overwhelm is preventable. [Use the Input Overload resource](#) to help supervisors recognize signs of stress and respond with compassion.



LANGUAGE LIGHT BULB

For the first 2–3 days, have a mentor or bilingual staff member sit in during key training moments to offer clarifying explanations in the new hire’s preferred language. This can immediately boost confidence and comprehension.

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ACTION STEPS: WELCOME & ONBOARDING

TODAY (UNDER 2 HOURS)

- **Pair each new hire with a buddy or mentor** who checks in during breaks and after the first shift.
- **Review onboarding paperwork with one new or recent hire** using plain, simple language to test clarity.
- **Make a warm welcome the standard**—decide who greets every new hire at the door.

TOMORROW (2-4 HOURS)

- **Host a short “new hire huddle”** with recent hires to ask what was unclear, overwhelming, or helpful during onboarding.
- **Translate a welcome letter** into the top two languages spoken among your staff.
- **Print and hand out a simple resource flyer** with local childcare, transportation, housing, and community supports.

NEXT WEEK (4+ HOURS)

- **Arrange transportation** for pre-employment screenings (fingerprinting and TB testing).
- **Launch or refresh a mentorship program** with clear expectations for mentors (weekly check-ins, introductions, support).
- **Train managers and supervisors in a “white glove mindset”**: warm greetings, clear explanations, patient pacing, and cultural humility.



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EDUCATE & RETAIN

Retention isn't only about keeping staff — it's about building a workplace where New American employees can learn, grow, feel safe, and feel that they belong. Education, culturally responsive training, and visible opportunities for career growth help New American employees build confidence. When organizations invest in these areas, they retain skilled, dedicated workers who transform resident care and strengthen long-term stability.

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ADAPT TRAINING TO DIVERSE LEARNING AND LANGUAGE NEEDS

Many New Americans arrive with rich professional backgrounds, strong work ethic, and deep commitment to care, but may face language barriers, unfamiliar workplace norms, or cultural expectations that shape how they communicate and advance. New American employees often learn best when training is practical, visual, and paced for understanding—not speed. Effective training:

- **Uses multimodal learning:** Demonstrations, visuals, hands-on practice, and plain-language step lists ensure comprehension across languages.
- **Builds English and workplace literacy together:** Do not assume comfort with computers, EMRs, or written instructions. Offer:
 - EMR basics
 - Digital literacy workshops
 - Step-by-step job aids with visuals
- **Acknowledges cultural differences in learning:** Some employees may hesitate to ask questions publicly, challenge assumptions, or say they don't understand. Supervisors should:
 - Check for understanding privately
 - Invite questions in multiple ways (written, one-on-one, group)
 - Reinforce that asking for help is encouraged
- **Recognize translanguaging fatigue:** New Americans may spend all day translating conversations, protocols, and medical terminology. Breaks, repetition, and visual supports reduce cognitive strain.

CREATE PATHWAYS FOR ADVANCEMENT — EVEN WHEN EMPLOYEES DON'T ASK

In many cultures, professional humility is expected. Employees may avoid expressing ambition, hesitate to highlight achievements, decline recognition, or not apply for promotions without being directly encouraged.

► Supervisor, managers, and leadership play a critical role. Retention improves when supervisors:

- Suggest career steps directly (“I think you’d be excellent in the LPN program”)
- Help employees complete applications
- Explain unwritten rules (e.g., letters of recommendation, time-off for classes)
- Offer coaching and encouragement regularly
- Show both vertical and lateral career opportunities
- Pair new hires with peer mentors—ideally those who share a language or cultural background.



CAREER DEVELOPMENT QUESTIONNAIRE

[Use this questionnaire](#) to get to know your staff’s interests, strengths, and goals—even when they don’t voice them directly. It creates a structured, low-pressure way to start career conversations and identify next steps.

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CREATE A SAFE ENVIRONMENT — ADDRESS HARASSMENT AND DISCRIMINATION

► New Americans are disproportionately likely to experience:

- **Derogatory comments** about accents or appearance
- **Biased assumptions** (e.g., “They don’t understand,” “They’re too slow”)
- **Harassment** from residents or family members

These behaviors must be addressed immediately. Employees who feel unprotected often leave first—frequently without reporting the issue.

Protecting staff from harassment is not optional—it is essential to retention, trust, and organizational stability. When employers fail to act, the impact extends beyond turnover. Inaction can expose organizations to legal risk, regulatory scrutiny, reputational harm, and long-term workforce instability. Clear expectations and consistent enforcement protect both staff and the organization.

► To ensure a psychologically safe environment, facilities should:

- **Train supervisors** to intervene quickly, consistently, and visibly
- **Explicitly include protection** from harassment and discrimination in every orientation
- **Provide anonymous, accessible reporting mechanisms** without fear of retaliation
- **Communicate clearly** to residents and families that harassment of staff will not be tolerated

ENGAGE RESIDENTS AS PARTNERS IN WELCOMING STAFF

Residents play a powerful role in how new staff feel — especially New Americans who may be nervous about accents, cultural differences, or interacting with elders in a new country. Meaningful resident engagement transforms staff morale and creates a culture of mutual respect.

► Residents can help create a sense of belonging with:

- **Welcome Activities:** Invite residents to write welcome notes or share stories about their own heritage.
- **Cultural Sharing:** Residents may enjoy presentations about team members’ countries, foods, or traditions (optional for staff).
- **Respect Agreements:** Establish community norms that emphasize kindness, patience, and respect across languages.
- **Resident Councils:** Include “How can we help staff feel welcome?” as a standing agenda item.

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ENGAGEMENT IDEAS TO CELEBRATE CULTURE & IDENTITY

[Use this tool](#) to involve residents and the greater community in welcoming staff, celebrating cultural identity, and building a community rooted in respect and belonging.

SHOW APPRECIATION WITH PURPOSE

- **Celebrate diversity without tokenizing.** Recognize holidays and cultural moments in a way that feels inclusive and staff-led.
- **Use culturally-aware appreciation strategies** like providing food that reflects staff cultures.
- **Acknowledge holidays** important to your workforce (interfaith and multicultural calendars help).
- **Celebrate small wins** and long-term service.
- **Use newsletters, bulletin boards, or team huddles** to highlight diverse employee journeys and talents.
- **Show genuine curiosity and invite staff to share** (only if they choose) stories, traditions, or cultural experiences.
- **Build community** through shared activities like potlucks, games, picnics, and “culture days” help multilingual teams feel connected beyond job tasks.



EMPLOYEE SPOTLIGHT: CELEBRATING DIVERSE JOURNEYS

[Use this tool](#) to help turn appreciation into a retention strategy by elevating employee stories, talents, and milestones in ways that feel authentic and inclusive.



LANGUAGE LIGHT BULB

Incorporate staff language and culture into resident life-enrichment programming, such as offering a 1-hour beginner Spanish class for residents led by staff who choose to share their language skills.

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ACTION STEPS: EDUCATE & RETAIN

TODAY (UNDER 2 HOURS)

- **Personally check in with one New American employee** to ask what support would help them succeed.
- **Add a culturally inclusive employee spotlight** to your next staff newsletter or bulletin board.
- **Remind staff and residents about your zero-tolerance policy** for harassment and disrespect.

TOMORROW (2-4 HOURS)

- **Host a hands-on skills demo or mini-training** using visual and tactile learning methods.
- **Create a flyer** to share information about nearby ESL/ELL, citizenship, or digital literacy classes.
- **Ask staff about their career goals** using a short, multilingual survey.

NEXT WEEK (4+ HOURS)

- **Schedule a resident council conversation** on “How we can help staff feel welcome” and create 2–3 resident-led ideas.
- **Launch a safe reporting mechanism** for bias or harassment (QR code form, anonymous box, etc.).
- **Provide managers with structured one-on-one check-in guides** that prompt them to identify strengths and suggest advancement paths.



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CONCLUSION: MOVING FROM INSIGHTS TO ACTION

Supporting New American employees is not an abstract commitment—it shows up in daily decisions, supervisor responses, and whether staff feel protected, valued, and encouraged to grow.

This work spans the entire employee journey. It begins with how organizations build connections and recruit, continues through hiring and onboarding, and is sustained through inclusive supervision, clear expectations, and meaningful opportunities for advancement. When these pieces align, employees are more likely to stay, grow, and contribute over the long term.

The strategies and tools in this guide are designed to be practical and flexible. They are not meant to be used all at once, nor implemented perfectly. What matters most is consistent action—responding with curiosity instead of dismissal, addressing harm when it occurs, and making belonging visible in everyday practices.

Long-term retention is built over time. Each policy, conversation, and leadership choice sends a message about who belongs and whose contributions matter. When organizations invest in creating supportive, respectful environments for New American employees, the benefits extend to residents, teams, and the broader care community. This work continues every day. **Start where you are, take one small step, and keep moving forward - better together.**



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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

Overview: For New American staff, small barriers—such as holiday schedules, phone use, or transportation access—can determine whether they stay or leave. This checklist helps employers review existing policies, identify opportunities for greater inclusion, and track progress toward a more supportive workplace that strengthens retention and engagement.

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.			

Checklist for Change: Policies, Programs, and Benefits (cont.)

	Area	What to Consider/Change	Currently in Place	Needs Revision	Employer Notes/Progress
PROGRAM	Mentorship	One-day orientation isn't enough. Pair with culturally aware mentors; extend onboarding mentorship to 90 days; pay mentors for their time.			
	Referral Program	Word-of-mouth is trusted in immigrant communities. Translate referral flyers; tier rewards (hire + retention milestone); allow referrals from community contacts, not just family.			
	Tuition Assistance	ESL, CNA prep, and licensing exams may matter more than degrees. Add ESL, GED, CNA prep to tuition assistance eligibility; cover licensing exam fees; partner with adult education providers.			
	Credentialing Support	Some candidates may arrive with credentials not recognized in U.S. Offer fee reimbursement for credentialing; provide schedule flexibility for study/exams.			
BENEFIT	Mental Health & Well-Being	Migration stress, trauma, and seasonal depression affect well-being. Offer multilingual counseling; contract culturally specific providers; promote EAP through posters, meetings, paystubs; add seasonal wellness workshops.			
	Transportation	Many lack reliable transport. Subsidize bus passes; coordinate carpools/vanpools; explore shuttle for rural staff; offer small gas card incentives; set up rideshare transportation for them.			
	Childcare	New arrivals often lack extended family support. Offer childcare stipends or emergency backup care; negotiate discounts with providers; allow flexible scheduling for caregivers.			

SECTION 3 TOOLS: PARTNER & PREPARE

Overview: This conversation guide helps supervisors respond to employee requests with a “Yes, and” mindset. By acknowledging requests, exploring what’s possible, and working toward solutions that balance employee needs and operational realities, this tool builds trust, signals respect, and supports retention.

How to Use This Tool:

- Review these examples during **supervisor training**.
- Use them in **real-time conversations** with staff when requests arise.
- Share them with **HR and scheduling leads** to inspire flexible policies.

Situation	What a “No” Sounds Like (Inside the Box)	How to Get to “Yes” (Proactive Alternatives)
“My transportation doesn’t allow me to arrive at 7am — can I start at 7:30am?”	“The schedule is set — if you can’t work 7am, this job might not be a fit.”	Allow flexible shift start- and end-times. Poll staff to cover schedule gaps. Explore rideshare or carpool opportunities.
“My family is in a 10-hour time difference. Can I schedule my breaks to call them?”	“Breaks are scheduled. You’ll have to wait until your set time.”	✓ Arrange a short, planned break during overlap hours. ✓ Ensure coverage for urgent needs during that window. ✓ Normalize international family needs in scheduling.
“I’ve always taken 7 weeks off each year — will that change with new management?”	“New leadership may not allow that anymore — you’ll have to follow the new rules.”	Acknowledge loyalty and past practice. Review historical precedent and replicate when possible. Formalize long-tenure flexibility in policy.
“My grandfather passed away, and I’ll need time off over the next month.”	“We can’t accommodate unplanned extended leave. You’ll need to use all your PTO — once it’s gone, we can’t guarantee your job.”	Recognize family obligations and cultural bereavement practices as critical, including for extended family. Guarantee return when notice and planning are possible. Use intermittent FMLA where eligible. Tap on-call staff to help cover. Explore PTO + unpaid leave combinations with clear re-entry.
“I can work weekends, but my religion does not allow me to work Saturdays.”	“Everyone has to work weekends — we can’t make exceptions.”	Create alternate weekend blocks where staff work 2 out 3 days Fri–Sun. Offer weekend-only staff incentives. Allow shift swaps for coverage.
“I’d like to take classes to become an LPN. Can my schedule be adjusted?”	“The schedule is fixed — you’ll need to make classes work around your shifts.”	Create an “education track” schedule. Partner with schools to align classes and work. Use tuition reimbursement as a retention tool.
“I’d like to pray during my shift — is there time/space for that?”	“Breaks are fixed — you’ll have to use your scheduled time.”	Provide a quiet space for prayer. Adjust one break period to align with prayer times. Normalize conversations about religious observance.

Tips for Employers

- **Lead with curiosity:** Ask, “What would help you stay successful here?” before defaulting to policy. “What would it take to make this possible?”
- **Document solutions:** If a “Yes, and” solution works once, explore how it can be formalized for fairness and into a policy.
- **Empower supervisors:** Give them authority to use “Yes, and” responses as part of problem-solving.
- **Balance fairness and flexibility:** Apply creative solutions and ensure flexibility is applied fairly across staff to avoid resentment.

How to Use AI to Write Better Job Descriptions for English Language Learners

SECTION 4 TOOLS: RECRUIT & HIRE

- **Overview:** This tool provides practical guidance on using generative AI tools (such as ChatGPT) to create clearer, more inclusive job descriptions and postings. By using plain language and an accessible tone, employers can expand their candidate pool, support English language learners, and help more applicants—especially New Americans—feel confident applying.

► **Steps for Employers:**

- 1 Define the audience.**
 - English language learners
 - People reading at a 6th-grade level
 - Or first-time applicants in healthcare or senior services
- 2 Set the style.**
 - Ask for short, clear sentences with simple vocabulary (e.g., “help” instead of “assist”)
 - Active voice (“You help residents” instead of “The Resident Assistant is responsible...”)
 - Welcoming and inclusive tone (“We will train you”)
- 3 Keep what matters.**
 - Job title, duties, pay, schedule, benefits, minimum vs. preferred qualifications.
- 4 Organize for readability.**
 - Use clear headings (e.g., About the Job, What You Will Do)
 - Present duties and qualifications in bullet points
 - Avoid long paragraphs or policy jargon
- 5 Double-check for accuracy and clarity.**
 - Any AI can make mistakes, so review your results thoroughly to make sure key information is not lost.

Copy-Paste Prompts for Employers:

Example 1:

“Rewrite this job description for English language learners at a 6th-grade reading level.”

Example 2:

“Rewrite the following job description to make it clear, inclusive, and easy to understand for English language learners or people reading at a 6th-grade level. Use short sentences, plain words, and active voice. Keep important details like pay, schedule, benefits, and qualifications. Remove jargon and complex legal terms, but keep safety requirements simple. Present the information with clear headings and bullet points. Here is the job description: [paste job description].”

PRO TIP

Don’t want AI to fully rewrite? Instead, ask it to “make suggestions” and provide reasoning for the suggested changes. That way you can see the difference!



How to Use AI to Write Better Job Descriptions

Original JD	AI-Rewritten JD (6th Grade Reading Level)
<p>Summary: The Resident Assistant / Caregiver is responsible for providing personal care and delegated health-related services designed to maintain the resident’s physical, social, and emotional well-being. This position is responsible for following the service schedule for each resident and correctly documents services provided.</p>	<p>About this job: As a Resident Assistant, you help older adults with their daily needs so they can live with comfort and dignity. You provide care, kindness, and support each day. Don’t worry if you have never done this work before — we will train you!</p>
<p>Schedule: Part-Time, Day Shift 6a-2:15p. Every other weekend and holiday rotation.</p>	<p>Schedule: Part-time, Day Shift (6:00 a.m. – 2:15 p.m.), every other weekend and some holidays.</p>
<p>Pay: The targeted pay range for this job is \$19.00 - \$22.00 per hour. Employer considers a variety of factors when determining new hire pay including experience, qualifications, and, when applicable, certifications, licenses, and education.</p>	<p>Pay: \$19.00 – \$22.00 per hour, based on your experience and training.</p>
<p>Benefits: Employer offers a benefits package based on the number of hours you are regularly scheduled to work including PTO for SST, an Employee Assistance Program, other well-being resources.</p>	<p>Benefits: Paid sick and safe time, Employee Assistance Program (confidential support for you and your family), and other well-being resources.</p>
<p>Essential Job Responsibilities:</p> <ul style="list-style-type: none"> • Assist residents with daily activities like dressing, bathing, grooming, eating, toileting, mobility, and transferring. • Provide morning and evening care, including oral hygiene and incontinence care. • Help with use of assistive devices such as glasses and hearing aids. • Administer medications and treatments as delegated by the RN or Clinical Director. • Observe and report changes in residents’ physical, emotional, or cognitive condition. • Encourage resident independence by offering choices and promoting self-care. • Collaborate with team members in a flexible, fast-paced environment. • Complete light cleaning tasks and support resident activities. • Respond promptly to safety hazards, call lights, and team needs. • Perform other duties as assigned. 	<p>What you will do:</p> <ul style="list-style-type: none"> • Help residents with everyday activities like getting dressed, bathing, eating, walking, and using the restroom. • Support morning and evening routines, like brushing teeth and incontinence care. • Assist with hearing aids, glasses, or other devices. • Give medications and treatments (after training, under nurse direction). • Notice and report any changes in how residents feel, act, or move. • Encourage residents to do things for themselves whenever possible. • Work as part of a team to provide the best care. • Help keep rooms clean and support group activities. • Respond quickly to call lights and safety needs. • Do other tasks as assigned.
<p>Minimum Required Qualifications:</p> <ul style="list-style-type: none"> • Must be 16 years of age or older • Ability to communicate effectively both verbal and written • Ability to follow all safety rules, regulations, policies and procedures of the facility including but not limited to: Vulnerable Adult and Abuse Policy, HIPAA, Resident’s Bill of Rights, Universal Precaution, AWAIR, OSHA, Right to know, SDS, ADA, HUD Policy and Procedures, Fair Housing laws and regulations 	<p>Who can apply:</p> <ul style="list-style-type: none"> • Must be 16 years or older • Can read, write, and speak clearly • Able to follow safety and privacy rules to keep residents safe

Recruitment Strategies to Reach New Americans

SECTION 4 TOOLS: RECRUIT & HIRE

► **Overview:** Recruiting has changed dramatically in the past few decades: many New Americans are not searching for jobs on mainstream platforms. Instead, they often rely on trusted networks — community organizations, faith groups, adult education programs, or ethnic media — to find opportunities. This resource provides strategies and a practical checklist for diversifying recruitment channels, strengthening job postings, and connecting directly with New American communities.

► **How to Use This Tool:** Use the checklist to evaluate your practices, identify gaps, and take action — from strengthening your online presence to building partnerships with community organizations.

Focus Area		Yes	No	Notes
COMMUNITY CONNECTIONS	Has your organization connected with local community-based organizations (CBOs)?			
	Do you have regular contact with local faith-based organizations?			
	Have you used the New Americans Resource Map to explore potential partners and candidate pools near you?			
	Do you collaborate with ESL programs, adult education centers, or refugee resettlement agencies? Many ESL programs and adult education providers have online bulletin boards or email newsletters where jobs can be shared.			
	Do you translate job postings into languages common in your community?			
	Do you advertise jobs in ethnic media (radio, newspapers, WhatsApp or Facebook groups)?			
	Do you attend cultural events, job fairs, or festivals to recruit directly?			
	Do you offer interpreters (internal or external) for interviews and onboarding? Tip: Use the “Inclusive Interviewing Strategies” tool to learn more.			
Do you have an employee referral program that taps into diverse networks? (see Appendix: Employee Referral Program Best Practices)				

Recruitment Strategies to Reach New Americans (cont.)

	Focus Area	Yes	No	Notes
JOB ADS	Have you updated job descriptions into job ads (short, engaging, candidate-focused)? TIP: Use the “How to Use AI to Write Better Job Descriptions for English Language Learners” tool to learn more.			
	Do relevant postings include a clear, welcoming statement (e.g., “No experience needed — we will train you”)?			
	Do you use pre-screening questions to better understand candidates?			
ONLINE PROFILE	Are your jobs posted on multiple job boards, including AgingServicesJobs.org ?			
	Do you partner with your marketing team for ads and promotions?			
	Is your organization’s location(s) listed on CaringCareersStartHere.com , the premier source for job seekers interested in working in aging services to find employers near them?			
	Do you have a company LinkedIn page? What about Glassdoor, Facebook, Indeed, etc.?			
	Has your organization identified and joined local cultural or immigrant community Facebook groups, as appropriate? (e.g., Somali Community MN, Hispanic Jobs Twin Cities, Karen Community of Minnesota). Tip: Ask group administrators or moderators for permission to join and post jobs.			
	Do you share job postings in WhatsApp/Telegram groups common in your community and with your current employees?			
	Are jobs listed on smaller, ethnic-specific job boards or community websites?			
	Do employees have LinkedIn pages that connect to your company?			
INTERVIEWING	Do you gather feedback from candidates during the process?			
	Do you gather feedback from candidates after the process?			
	Do you know who “owns” each step of the candidate’s interview process?			
	Have you walked through the candidate's experience to ensure efficient flow?			
	Have staff been trained on cultural awareness and inclusive interviewing?			

Inclusive Interviewing Strategies

SECTION 4 TOOLS: RECRUIT & HIRE

► **Overview:** New Americans bring essential skills and values to long-term care. But traditional interview questions often block them from showing their strengths, especially if English is not their first language. This tool helps employers adapt interview practices to reduce stress and build trust, while still meeting safety and compliance standards. It outlines when non-technical questions can be asked and answered in a candidate’s native language with an interpreter, and when safety and technical questions must be answered in English (or the required workplace language). This balanced approach supports fair, inclusive, and safe hiring decisions.

► **How to Use This Tool:** Use this checklist when reviewing your organization’s interview process. Check off what you already do well, and make notes of what you’d like to try.

► **Example Interview Questions:**

With Interpreter Support (Native Language Allowed):

- “Tell me about your last job.”
- “What are your career goals?”
- “What do you value most about an employer?”
- “What is something you are most proud of from your past work?”

With Interpreter Support (Native Language Allowed):

- “If a resident fell, how would you respond?”
- “Explain how you use gloves or protective equipment.”
- “What would you say if a resident was in pain?”
- “Can you tell me (or show me) how you would greet a resident?”
- “Please show me how you wash your hands before patient care.”

	Inclusive Interviewing Strategies	Notes
USE OF INTERPRETERS	Allow interpreters for personal, values-based, or teamwork questions so candidates can share more fully. (background, interests, career goals, teamwork style).	
	Remind interpreters to translate literally (not “help” the candidate answer).	
	Keep safety and regulatory questions in English, as language competency in emergencies is critical.	
	Require English responses for technical, or job-specific questions (handling emergencies, resident care procedures, safety equipment use).	
	Invite bilingual staff into the interview when possible to ease communication and build rapport.	

Inclusive Interviewing Strategies (cont.)

Inclusive Interviewing Strategies		Notes
WARM-UP	Explain the process upfront so candidates understand which questions may be answered in their native language and which must be in English. “We know interviews can be stressful, and we want to learn about your skills. Some questions can be answered in your first language, but safety questions must be answered in English.”	
	Provide candidates with a short written overview of the interview structure (in English and translated if possible).	
	Begin with icebreaker questions that are simple, non-technical, and low-pressure. Example: “What do you enjoy doing outside of work?”	
	Allow a few minutes for rapport-building before starting technical questions.	
QUESTION DESIGN	Simplify the language: Use plain English and avoid idioms (“pull your weight,” “wear many hats”).	
	One question at a time: Avoid multi-part questions.	
	Use “show and tell” style prompts: Ask candidates to demonstrate or describe step-by-step actions instead of abstract answers. Example: “Show me how you would put on gloves before helping a resident.”	
	Behavior-based but concrete: Replace “Tell me about a time you showed leadership” with “What do you do if a resident needs help and no one else is in the room?”	
	Avoid jargon or idioms (e.g., “hit the ground running,” “wear many hats”), which may confuse even strong English speakers.	
FLEXIBILITY	Use ChatGBT to review and revise all interview questions for clarity and English – “Can you review these interview questions and provide suggestions to make them more clear, inclusive, and understandable for a 6th grade reading level? TIP: Use the tool “How to Use AI to Write Better Job Descriptions for English Language Learners” to learn more.	
	Allow short, direct answers rather than long narratives.	
	Provide examples in the question to model the kind of response expected. Example: “If a resident says they are in pain, what would you do? For example, would you ask a nurse, give them medicine, or something else?”	
	Accept demonstration or role-play as valid evidence of skills (especially for infection control, transfers, or communication with residents).	

Inclusive Interviewing Strategies (cont.)

	Inclusive Interviewing Strategies	Notes
COMPETENCY	Clearly separate “must have” communication skills (understanding safety instructions, reporting emergencies) from areas where on-the-job language training can bridge gaps.	
	Use short role-play scenarios to test essential English communication: “Please show me how you would enter and greet a resident in their room.” or “Please show me how you wash your hands before patient care.”	
	Acknowledge and recognize the courage of applying in a new culture and language.	
TRUST-BUILDING	Focus on skills and potential: Recognize that limited English proficiency does not equal limited ability. Look for motivation, transferable skills, and willingness to learn.	
	Highlight shared or common values like caring for elders, family, teamwork, or respect.	
	Encourage smiles, nods, and reassurance — making it clear you value their experience, not just their English skills.	
	Remind them that language learning is part of the job journey and that support is available.	
COMPLIANCE	Separate must-have communication skills from areas where on-the-job English training is acceptable and document accordingly.	
	Document the candidate’s functional English skills required for the role.	
	Document language training and support needs: If the candidate is fluent for the job requirements and identify areas where language training could support onboarding.	
	Compensate bilingual staff where possible but make sure to compensate for their time supporting interviews.	
	Ensure fairness by maintaining the same structure for all candidates.	

New American Concerns: Proactive Responses to Hesitant Questions

SECTION 4 TOOLS: RECRUIT & HIRE

► **Overview:** A tool to help employers anticipate and respond to questions and concerns that New American candidates and employees may have — even if they don't feel comfortable asking them directly. Proactively addressing these topics builds trust, reduces misunderstandings, and shows respect. Many New Americans are deeply motivated to serve elders, but cultural, linguistic, or logistical barriers may hold them back from asking important questions.

► **How to Use This Tool:**

- **Recruitment:** Bring up these topics in interviews and job fairs.
- **Onboarding:** Share and review during orientation to normalize questions.
- **Mentorship:** Use during early check-ins (1–90 days) to encourage open dialogue.
- **Retention:** Revisit at 6-month and annual reviews to address ongoing needs.

Questions/Concerns (What a New American might be thinking, but be hesitant to ask)	Proactive Employer Script Customize this column with your organization's response, in your tone and language. Include links and information to your policies, benefits, and other resources.
"I don't have childcare right now. Can I bring my child(ren) to the interview?"	
"What is TB testing? Why do I need it?"	
"Can I take several months off to visit my family back home?"	
"I don't have personal transportation. Are there public options?"	
"What are payroll deductions? Why is money taken out of my check?"	

New American Concerns: Proactive Responses to Hesitant Questions (cont.)

Questions/Concerns (What a New American might be thinking, but be hesitant to ask)	Proactive Employer Script Customize this column with your organization’s response, in your tone and language. Include links and information to your policies, benefits, and other resources.
“My monthly expenses are tight. Does your company have a loan program?”	
“Can my friends or family work here too?”	
“Will I need to touch or care for patients of the opposite sex?”	
“Can I use my phone during work to connect with my family?”	
“How many days of training will I have before working with patients?”	
“Can I wear my traditional clothing at work?”	
“I’ve never worked in the field before. What happens if I don’t understand medical words or instructions?”	
“Do I get health insurance or other benefits right away?”	
“Can I ask for time off for religious holidays or prayer times?”	
“What if my English isn’t good enough to talk with residents or staff?”	

Conversation Guide: Benefits of Working in Aging Services

SECTION 4 TOOLS: RECRUIT & HIRE

► **Overview:** This step-by-step conversation guide helps employers clearly communicate the unique benefits of careers in aging services, especially when engaging New American candidates and employees. By connecting the values many New Americans bring—such as respect for elders, family commitment, and community contribution—to the realities and rewards of the work, this tool supports confident career choices and long-term retention.

► **How to Use This Tool:**

- **In recruitment:** Use as talking points at job fairs, interviews, or community events to highlight senior living as a career path.
- **In onboarding:** Incorporate and share benefits in welcome packets and review during the first week to affirm new hires' decisions.
- **In mentoring:** Revisit during early check-ins (30–60 days) to reinforce growth opportunities.

	Aging Services Settings	Hospital/Clinic Settings	Conversation Starters
AGING SERVICES VS. HOSPITALS/CLINICS	Career advancement in a relatively short timeframe	Career advancement limited by organizational size	Ask: “Would you like the chance to grow into higher roles quickly?” Action: Share stories of Nursing Assistants advancing to LPNs or RNs, and explain tuition/credential support programs.
	Deep connections with residents and families	Patients discharged quickly, limiting personal connection	Ask: “Is it important for you to build strong, family-like connections at work?” Action: Emphasize that senior living allows staff to care for the same residents daily and become part of their lives.
	Flexible scheduling and shift options	Rigid block scheduling with less flexibility	Ask: “Do you need flexible hours to balance work, family, or education?” Action: Highlight evening, overnight, weekend shifts, and PT/FT options.
	Cross-training opportunities across departments	Focused roles with less movement between departments	Ask: “Would you like to learn skills in different areas?” Action: Describe how employees can work across dining, activities, and care — gaining broad skills.
	Broad job knowledge across settings and teams	Narrow specialization within one department	Ask: “Do you want to understand how a whole care community works?” Action: Explain how aging services roles provide exposure to multiple teams and responsibilities.
	Education assistance for current and future roles	Education assistance available but less emphasized	Ask: “Would you like help paying for school or training while you work?” Action: Outline tuition reimbursement, ESL support, credentialing help, and career ladders unique to aging services

- **Conversation Tips**
- **Cultural Connection:** Frame aging services work as an extension of caring for elders, a value many New Americans may already hold.
 - **Practical Supports:** Mention wraparound resources (childcare, transportation, ESL classes, housing support) that reduce barriers to success.
 - **Storytelling:** Share real staff journeys — for example, an immigrant nursing assistant who advanced to nurse leader within a few years.

Employee Referral Program Best Practices

SECTION 4 TOOLS: RECRUIT & HIRE

► **Overview:** This tool outlines a simple, structured employee referral program that enables staff to refer friends, family, and community members for open roles. For New American employees, referrals are especially effective because trust and word of mouth within community networks play a critical role in employment decisions. A strong referral program positions employees as recruitment partners, leading to faster hiring, stronger retention, and a more stable workforce.

- **How to Use This Tool:**
- **Review** the best practices below.
 - **Customize** the referral process and rewards for your organization.
 - **Communicate** clearly with employees in plain and translated language.
 - **Track** and celebrate successes consistently.

	Focus Area	Action Steps for Employers
BEST PRACTICES	Build a Solid Foundation	Apply rewards consistently; define excluded roles (e.g., HR); document and track referrals fairly.
	Make It Easy	Use a one-page form or QR code; keep submission instructions simple; ensure payout is timely.
	Offer Meaningful Rewards	Provide options (cash, PTO, gift cards, company swag, family meal vouchers). Consider culturally relevant rewards for New American staff.
	Communicate Regularly	Promote in shift huddles, 1:1s, newsletters, bulletin boards. Translate program info for inclusivity.
	Celebrate Success	Highlight employees who referred hires (with consent). Share stories internally to inspire others.
	Track Outcomes	Monitor hires and retention. Recognize “super referrers” with extra acknowledgement.

Example Referral Tracking Tool

Referral Name	Referral Position	New Hire Name	New Hire Position	Hire Date	Reward/Payout Date
Example Name	RN	Sample Hire	CNA	2/5/24	5/10/24

- **Employer Tips**
- **Involve employees** in shaping rewards — ask what matters to them.
 - **Promote program details** in plain language and translated formats.
 - **Pay rewards quickly** to keep trust.
 - **Highlight referral stories** to build momentum.

QR code

Logo

Employee Referral Program

IN 3 EASY STEPS



Help bring in trusted coworkers



Earn rewards and recognition



Strengthen your team

1. Refer a Friend.

Fill out the referral form or scan the QR code.

2. They're Hired.

Your referral is onboarded and completes X days.

3. You're Rewarded!

Choose your reward:
\$ amount / PTO / gift card.

Contact HR for details or to get a referral form.

Onboarding Checklist for New Americans

SECTION 5 TOOLS: WELCOME & ONBOARD

► **Overview:** This checklist is a step-by-step onboarding resource designed for aging services employers, with added detail for supporting New American employees. It covers everything from pre-employment paperwork to 90-day reviews and ongoing retention practices.

► **How to Use This Tool:**

- Use it as a **living document** — check off items as you complete them.
- Adapt it to your setting: not all items apply to every role.
- Add notes in the right-hand column to track employee progress, barriers, or follow-up needs.
- Pair it with a **mentor/supervisor** who helps ensure each step is completed.

	Timeline	Actions (with New American-Specific Supports)	Notes
PRE-EMPLOYMENT	1–2 weeks before start	<p>Employment Paperwork & Compliance</p> <ul style="list-style-type: none"> Offer letter signed Job description acknowledged Company-specific paperwork completed Immigration/work authorization verified; explain I-9 process clearly Background check & fingerprinting scheduled and explained; offer transportation support TB test scheduled and completed Required immunization records submitted Certifications/licenses verified (CNA, LPN, RN, PT/OT, etc.); assist with foreign credential evaluation if relevant Drug screening completed (if applicable) with cultural sensitivity <p>Pre-Boarding Communication</p> <ul style="list-style-type: none"> Welcome email with first-day instructions, map, dress code, and contact person Employee portal access provided; offer tech support for setup 	

Onboarding Checklist for New Americans (cont.)

	Timeline	Actions (with New American-Specific Supports)	Notes
DAY ONE	First Day	<p>Welcome & Orientation</p> <ul style="list-style-type: none"> Personally greet employee; interpreter support if needed Introduce team, supervisor, and peer mentor (preferably bilingual or culturally aware) Facility tour: highlight break rooms, restrooms, prayer spaces, exits Review workplace norms: breaks, punctuality, reporting structure, communication styles <p>HR & Payroll Setup</p> <ul style="list-style-type: none"> Complete I-9 and W-4 with plain-language explanations Assist with direct deposit and U.S. banking setup if needed Distribute ID badge, uniforms, name tag <p>Culture & Mission</p> <ul style="list-style-type: none"> Mission, vision, and values presentation by leadership Icebreaker or cultural sharing activity to build belonging 	
WEEK ONE	Days 2-7	<p>Compliance & Training</p> <ul style="list-style-type: none"> HR policies and employee handbook overview (with cultural guidance) PHI/HIPAA/Confidentiality training Abuse/Neglect reporting OSHA & infection control Emergency procedures explained with visuals Resident rights (specific to long-term care) Food safety training (if applicable) Computer/EMR training; allow extra time <p>Supportive Practices</p> <ul style="list-style-type: none"> Provide step-by-step demos, not just written instructions Organize welcome lunch or peer gathering End-of-week mentor/supervisor check-in (What's clear? What's confusing?) 	

Onboarding Checklist for New Americans (cont.)

	Timeline	Actions (with New American-Specific Supports)	Notes
FIRST 30 DAYS	Weeks 2-4	<p>Role-Specific Training</p> <ul style="list-style-type: none"> Department training: Nursing, Culinary, Maintenance, EVS, Activities, Corporate, Therapy Hands-on practice, shadowing, and observation Language support for technical/safety terms Use “teach-back” method (employee demonstrates task) <p>Support</p> <ul style="list-style-type: none"> Provide translated/visual training aids (icons, screenshots, videos) Weekly mentor/supervisor check-ins Ask about transportation, childcare, housing challenges that may affect work 	
	Month 2	<p>Continued Development</p> <ul style="list-style-type: none"> Phased training continues with hands-on practice Introduce employee to employee assistance programs, cultural affinity groups, or community supports Invite employee to share cultural traditions or ideas with the team Supervisor provides recognition of progress (verbal, written, team acknowledgment) 	
60-90 DAYS	Month 3	<p>Review & Feedback</p> <ul style="list-style-type: none"> Conduct structured 90-day review: role clarity, system confidence, cultural adjustment Gather employee feedback on onboarding experience Celebrate 90-day milestone (certificate, card, mention at team meeting) Adjust supports as needed (ESL, additional training, extended mentorship) 	
ONGOING	After 90 Days	<p>Retention & Growth</p> <ul style="list-style-type: none"> Offer ongoing ESL or communication supports Provide cultural humility training for supervisors and staff Regular check-ins: 180 days, 1 year, and career pathway conversations Celebrate anniversaries, promotions, milestones Keep sharing employee assistance programs (EAP), transportation, childcare, housing, and community resources. 	

Input Overload: How to Recognize & Respond to Overwhelm

SECTION 5 TOOLS: WELCOME & ONBOARD

► **Overview:** This tool helps managers, trainers, and mentors recognize signs of input overload during onboarding and training, and respond with clarity and compassion. Because New American employees may be navigating new language, cultural expectations, and workplace systems alongside new job demands, addressing signs of overload and overwhelm early supports engagement, confidence, and long-term retention.

► **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.

► **Helpful Resources**

- [Mayo Clinic: Understanding Cognitive Overload](#)
- [CoachHub: Handling Overstimulation at Work](#)

Career Development Questionnaire

SECTION 6 TOOLS: EDUCATE & RETAIN

► **Overview:** This tool uses a structured questionnaire to help employers learn about employees' career goals, strengths, and barriers, with special attention to New Americans who may bring valuable prior experience or skills not yet fully recognized in the U.S. By supporting meaningful career conversations, the questionnaire helps uncover hidden strengths, align development opportunities, and strengthen long-term retention.

- **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?		

Career Development Questionnaire (cont.)

	Questions	Employee Response	Employee Action/Follow-Up
BARRIERS & SUPPORT NEEDS	Do you feel comfortable with our systems (EMR, scheduling apps, HR portals)?		
	Is anything making it harder to focus on your career (e.g., transportation, childcare, language)?		
	What support from the organization would help you grow?		
	Do you feel you can ask questions freely when you don't understand something?		
GROWTH OPPORTUNITIES	Would you like to shadow or explore another department?		
	Have you thought about becoming a mentor to others?		
	Are you interested in educational opportunities (CNA-to-LPN programs, ESL, scholarships)?		
	How can we as an organization better support your career development?		

► Employer Tips

- Summarize back what you hear: “What I heard is... Did I capture that right?”
- Close with: 2–3 employee goals and 2–3 employer commitments.
- Celebrate milestones (certifications, promotions, mentoring) to build retention.

Employee Spotlight Template: Celebrating Diverse Journeys

SECTION 6 TOOLS: EDUCATE & RETAIN

► **Overview:** This tool provides a structured employee spotlight template to recognize staff contributions, with special attention to highlighting the stories and strengths of New American employees. By making recognition more intentional and authentic, spotlights help build belonging, boost morale, and strengthen retention—while elevating employee journeys that might otherwise go unseen.

- **How to Use This Tool:**
- **Ask permission first.** Some employees may not feel comfortable being spotlighted publicly. Always confirm their preferences.
 - **Use the template as a guide.** Choose a mix of professional and personal questions that highlight the whole person.
 - **Share consistently.** Decide on frequency (monthly, quarterly) and communication channels (newsletter, huddle, social media, bulletin board).
 - **Keep it celebratory, not invasive.** Focus on what the employee chooses to share.

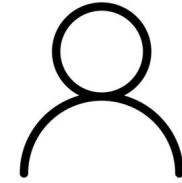
Employee Name: _____

Current Role: _____

Background: _____

Personal Quote: _____

Employee Spotlight



Insert Employee Image

Insert Logo

Inclusive Questions to Choose From

Answer 1-2 questions from each category.

Answers

WORK JOURNEY

What is your current role, and what do you enjoy most about it?

How long have you been with the company?

Can you share a little about your journey to this role?

Did you work in healthcare or another field before joining us (in the U.S. or elsewhere)?

What impact do you feel your work has on residents and their families?

Employee Spotlight Template: Celebrating Diverse Journeys (cont.)

Inclusive Questions to Choose From Answer 1-2 questions from each category.		Answers
BG & IDENTITY	Can you share something about your background or culture that you're proud of?	
	Do you speak more than one language? How has that shaped your experience here?	
	Is there a tradition or celebration from your culture that's especially meaningful to you?	
	What values from your upbringing or culture guide you in your work today?	
SKILLS	What skills or strengths do you bring to this role that you developed before joining our team?	
	What's one way your unique perspective helps you connect with residents or coworkers?	
	What skills or experiences from your past do you find most helpful in your work here?	
	What's something you're proud of that people might not know about you?	
INCLUSION	What has helped you feel welcome and included at work?	
	What advice would you give leaders about making workplaces more welcoming to everyone?	
	What do you appreciate most about your team?	
	How would your coworkers describe you?	
GROWTH & LEARNING	What's one new skill or lesson you've learned since joining the company?	
	Are there goals or certifications you are working toward?	
	What advice would you give someone just starting here?	
	Who or what inspires you most in your career?	
BEYOND WORK	If you could share one message about your journey, what would it be?	
	What hobbies, interests, or traditions do you enjoy outside of work?	
	Do you have a favorite food, snacks, or drink that reminds you of home?	
	Do you have a favorite saying, motto, or piece of advice you live by?	
	How do you like to celebrate special moments (holidays, milestones, achievements)?	

- **Employer Tips**
- **Be flexible:** Not every employee will want to share personal or cultural details — let them choose.
 - **Celebrate diversity:** Use spotlights to honor different backgrounds, traditions, and experiences without stereotyping.
 - **Share widely:** Post spotlights where staff and residents can see them; consider sharing externally to show organizational values.

Engagement Ideas to Celebrate Culture & Identity

SECTION 6 TOOLS: EDUCATE & RETAIN

Overview: Building trust and celebrating the diverse cultures of New American staff enriches the lives of residents and fosters belonging. It helps staff feel valued while residents experience new traditions, language, music, food, and stories. These connections strengthen relationships, reduce isolation, and create a vibrant community where everyone learns from one another.

Ideas for Celebrating Staff & Resident Culture & Identity

Food & Shared Meals

Host Cultural Potluck Days where staff bring traditional dishes, inviting residents to taste and learn.

Offer Cooking Demonstrations with staff preparing favorite recipes alongside residents.

Create a “Recipe Stories” binder with family recipes, shared in both English and native languages.

Language & Storytelling

Post “Hello Walls” with greetings in staff’s languages, teaching residents a word of the week.

Encourage Residents Ask, Staff Share — residents ask about staff names or cultural traditions in casual conversations.

Organize story circles where staff and residents share childhood stories or migration journeys.

Cultural Arts, Music, and Celebrations

Invite staff to share music or instruments from their cultures during activity times.

Plan dance or movement sessions that residents can join (gentle forms like hand movements, clapping, or rhythm games).

Celebrate Cultural Holidays Together (Eid, Lunar New Year, Hmong New Year, Diwali, etc.) with decorations and activities.

Family & Community Connections

Create Heritage Days where staff’s families are invited to visit, bringing crafts, games, or traditions to share with residents.

Host Intergenerational Events — staff children and residents participate in cultural storytelling, crafts, or music.

Partner with local cultural organizations for resident-friendly performances or art exhibits on-site.

Trust & Relationship Building

Encourage Staff to Share “About Me” Boards (photos, family traditions, hometown maps) to help residents connect personally.

Offer Language Connection Moments — staff teach residents simple greetings or words in their native languages.

Promote One-on-One “Getting to Know You” Chats where residents can learn about staff journeys and share their own life histories.

Workplace Environment

Post a World Map or globe with pins showing staff origins and residents’ family heritage, if they wish.

Rotate cultural display tables with artifacts, clothing, or art provided by staff and residents’ families.

Add a Language & Culture Corner in resident newsletters or activity boards.

How to Use This Tool:

- Plan monthly or seasonal celebrations.
- Integrate cultural activities into daily life.
- Provide residents with opportunities to connect personally with staff.
- Pick a few ideas to start, rotate them across the year, and adapt them to your community’s needs.

PRO TIPS

- **Keep activities interactive** but accessible (e.g., food tastings, simple crafts, music listening, storytelling).
- **Emphasize shared humanity and values** to build trust — “we all love food, family, music, laughter.” 
- **Use visual aids** (photos, artifacts) to help residents connect with new experiences.
- **Allow residents to teach too** — encourage them to share their cultural traditions, recipes, or songs in return.
- **Always ask for permission** before sharing staff or resident information.

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APPENDIX

The following numbered references correspond directly to the footnotes used throughout this guide. Because footnotes appear in order of use, some sources appear more than once.

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