

Efficiently Build and Develop Your Immigrant and Refugee Workforce

WORKPLACE-BASED LITERACY PROGRAMS THAT MEET ALL LEARNERS' NEEDS

- Often, newcomers without English skills are put into so-called survival jobs where there is little to no opportunity to improve their English and no access to opportunities for promotion or advancement.
- The U.S. is home to millions of immigrants, refugees, and speakers of other languages with degrees, credentials, and experience from their home countries who are unemployed or underemployed because English skills are a barrier.
- We are facing an unprecedented employment crisis, with two open roles for every job-seeker, so employers are looking for ways to recruit new talent as well as to upskill their incumbent workers.
- By combining entry-level roles on a clear career pathway with a proven workplace-based instructional model and access to ongoing coaching and support, immigrants, refugees, and speakers of other languages can access a pathway to the English skills they need for careers with family-sustaining wages.

A flexible, innovative workplace literacy program can help level the playing field for employees regardless of language proficiency, level of formal education, digital literacy skills, prior training, and career goals.

There are **4 key building blocks** to a successful workplace literacy program:

- 1 Internal Champion
- 2 Clear career pathways with multiple entry and exit points
- 3 Flexible, technology-mediated training platform
- 4 Ongoing coaching and support



ENTRY AND EXIT POINTS

TECHNOLOGY PLATFORM(S)

Pre-employment

Sector-specific English for specific job role and/or general workplace communication

Incumbent worker preparation for existing workplace-based training and certification

Sector-specific English for existing workplace training (e.g. forklift operator training, apprenticeship, other supervisory/leadership training)

External credential training

English training for external certifications, such as project management, IT certifications, hospitality, customer service and / or other short-term credentials

External degree training

English training and support for workplace-based educational benefits programs, such as GED or high school equivalency, AA degrees, BA degrees, and other higher education degrees.

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WORKPLACES CAN CHOOSE FROM A NUMBER OF DIFFERENT PARTNERS TO ENABLE SUCCESSFUL PROGRAMS.

- Ongoing coaching and support can come from workplace-based coaches, local nonprofits, volunteers, local adult learning providers, or a virtual coaching platform. At a minimum, coaches should:
 - Understand the workplace literacy program goals
 - Understand the technology being used for instruction and credential training
 - Understand the workers' needs
 - Be responsive and flexible
- Language and basic education instruction should come from a technology-mediated provider that offers, at a minimum, the following services:
 - On-demand live instruction with certified teachers
 - Pre-testing, post-testing, and ongoing assessment of learners' skill development
 - Adaptive, flexible programming that meets learners' needs regardless of first language, proficiency level, level of formal education, and career goals
 - Authentic examples of career and sector-focused content
 - Reporting and insights for coaches, administrators, and other stakeholders
 - A user-friendly web and mobile platform that can be accessed anytime / anywhere
 - A demonstrated record of success
- Career pathways should be based on existing internal career development milestones and pathways, and they should leverage internal training and development systems as well as external training and credentialing providers. At a minimum, external training and credentialing providers should offer the following services:
 - Option for virtual and flexible training
 - Support for learners with emerging English and/or literacy skills OR the willingness to work with the employer's chosen foundational skills provider to integrate support
 - Clear pathways and milestones
 - A demonstrated record of success with workplace training programs