

Measuring the impact of refugees in a company

All organizations measure the success of their actions and efforts, which is normally called impact. So it is important for a company to measure the impact of the entry of a newcomer in its organization.

Different tools may be used such as surveys, assessment and metric tracking, which can be combined.

Surveys can be used to gather regular feedbacks from staff. They can be nominative or anonymous (persons may feel freer to answer sincerely). They can be formal (introduced and explained by top managers to all workforce or only to the team of the newcomer) or informal (through a dedicated box always available at the workplace where people may post their filled questionnaire). Questions must be chosen carefully according to the specific objectives the company wants to achieve. Surveys can collect data on expectations and points of view of the inclusion programmes, on the work climate with relevant level of current comfort or discomfort, as well as proficiency with processes and tools required by the company. They should be also a way to collect ideas for improvement and innovation. They let analyse lots of qualitative aspects involving the whole context where the newcomer is placed.

Assessments are specifically intended for newcomers only. Their aim is to assess their performance, their motivation and the progress they are making within the organization. They are focused on the newcomer's knowledge and skills. Data resulting from assessment are useful to track the learning process and professional growth of the newcomer and to orient the worker's development plan. Interview between the newcomer and his/her mentor/buddy are an occasion for assessment. A performance feedback form may be used for the purpose (see Module for mentors to support refugees)

Metric tracking let measure the impact of on-boarding both on the newcomer, on his colleagues and on the whole organization itself. Here are some data which may be tracked and quantitatively measured:

- Attendance at work (or absenteeism rate)
- Disciplinary notices
- Participation rate in company programmes and activities
- Participation in informal events organized by the company
- Retention rate
- Promotion rate
- Progress in the mastery of languages and digital competences (measured to specific tests)
- Number of refugees joining the company through referrals
- Performance ratings

Most of the above data may be collected by comparing the refugee population with non-refugee within the company over time; such comparison allows to verify possible links between the trends of the two cohorts and the typology of link (neutral, positive, negative), e.g. if refugees have less absenteeism than non-refugees, may the behaviour of the first group influence the one of the second group?