

**BUILDING AN  
IMMIGRATION  
PROGRAM YOU CAN  
RECRUIT FROM**



## SARAH NOBLE, SHRM-CP

HR Business Partner, Heico Construction Solutions Group

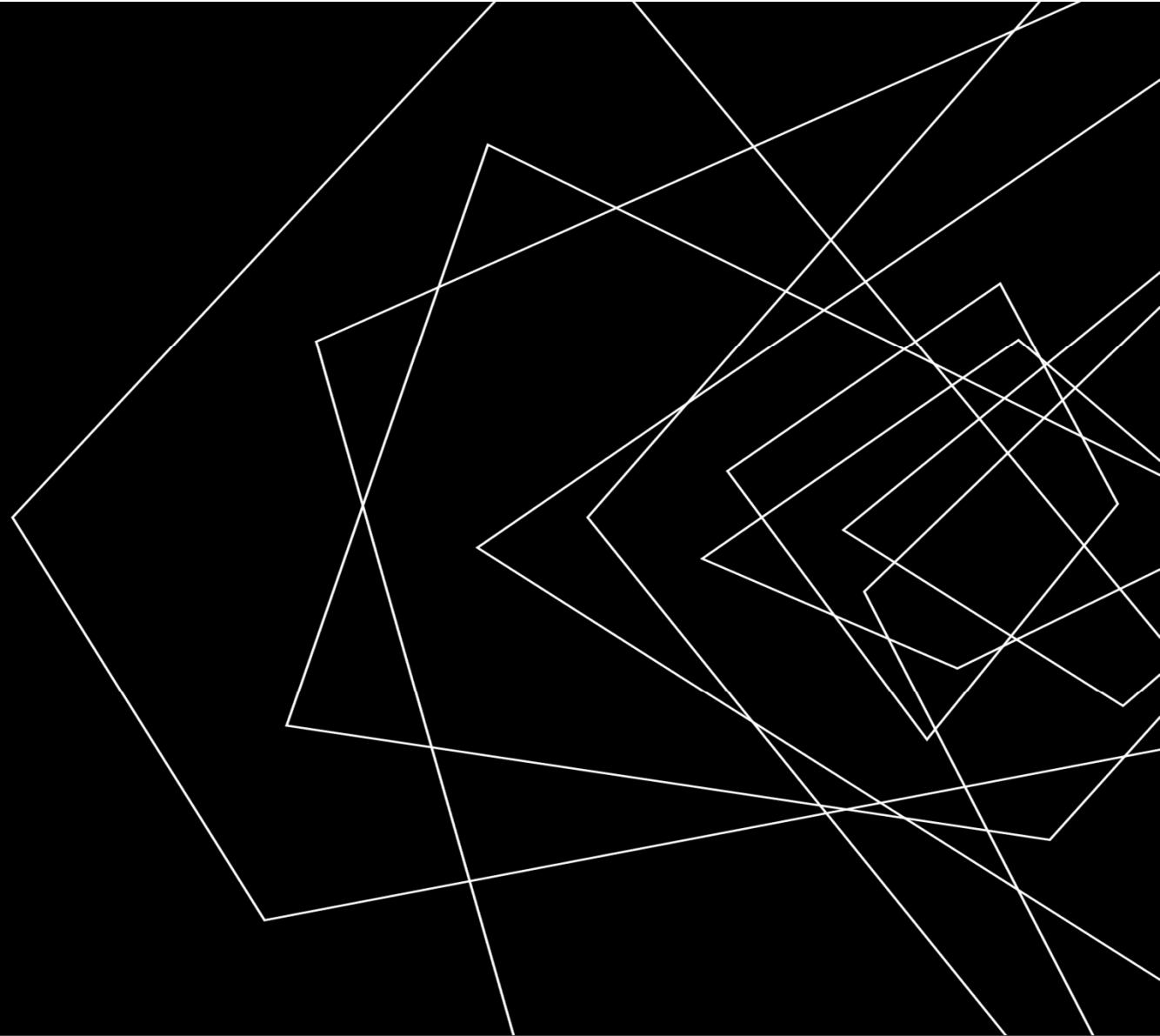
### **Immigration Experience:**

HR Generalist & Immigration Specialist, Terracon Consultants, Inc.

- US Immigrant: PERM labor certification, EB 1-3
- US Non-immigrant: H-1B, E-3, O-1, TN, J-1, F-1 CPT/OPT/STEM, TPS, DACA, Asylum, Refuge, Emergency Parole
- International: Canada, Mexico, Japan, Thailand, Ascension Island, Antarctica

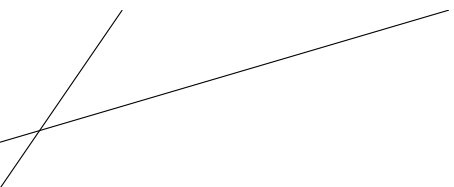
# AGENDA

- Analyzing
- Building
- Leveraging
- Evaluating





**ANALYZING THE  
ENVIRONMENT**



## INTERNAL EVALUATION

# GO/NO GO ANALYSIS

---

<b>Need</b>	Dive into the recruitment & retention data to see if there is a true need in your organization for sponsorship.
<b>Budget</b>	Sponsorship costs money upfront like many other types of recruitment costs. Ensure that you have a budget available to you and know what you're allowed to spend it on.
<b>Support</b>	Think critically about the current culture of your organization and if it's in a place to support foreign nationals and help that population thrive.

---

## GO/NO GO ANALYSIS

---

### Market Availability

Research what talent exists in your market(s), who you're competing against for that talent, and how to reach them.

---

### Industry Data

Research items that are specific to your business, your competitors, and your customers.

---

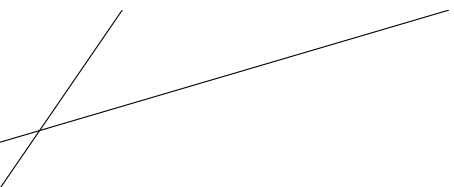
### Regulatory Environment

Research what is going on with immigration policy and how it could impact your ability to sponsor employees efficiently.

---



EXTERNAL SCAN



## GO/NO GO ANALYSIS

---



### BUSINESS IMPACT

#### Operations

How will starting an immigration program impact your business from an operational standpoint? Will it help you run the business or inhibit you?

---

#### Risk & Reward

What are the business risks an immigration program would create? Can your business withstand the risk? Is the reward/ROI great enough?

---

GO/NO GO ANALYSIS



INTERNAL EVALUATION



EXTERNAL SCAN



BUSINESS IMPACT



WHAT ARE SOME OF THE FACTORS  
IMPACTING YOUR GO/NO-GO  
DECISION?



## LESSONS LEARNED

1. Cost savings (AKA “cheaper”) should not be the main motivator.
2. Risk will always exist; it’s about how much your company is willing to take on.
3. Not all jobs or markets will be a good fit for sponsorship and that is okay!
4. Put the person first. Sponsorship = the employee's ability to live and work in the US. Build a ‘sponsorship ethos’ section into your policy.





## BEST PRACTICES

1. Get input from everyone: operations, recruiting, benefits, compensation, procurement.
2. Talk to industry peers and get references for every vendor.
3. Let the data speak for itself, leave the politics and emotions out of the decision-making process.





**BUILDING FOR  
THE FUTURE**

## BUILDING A PROGRAM FOR GROWTH



FIND A PARTNER THAT HAS  
CAPACITY FOR GROWTH

Look for:

- A team made up of lawyers, paralegals, and customer experience professionals to assist you AND your employees.
- A technology platform that manages your cases from start to finish (RE: no manual paperwork!)
- Partnerships across the country, and across the globe.
- A vendor focused on education and innovation.



## BUILDING A PROGRAM FOR GROWTH

- Pull market research on available benefits
- Ask your immigration vendor what their clients offer
- Network with your industry peers to find out what offerings they have
- Survey the organization/employee population



SELECT BENEFIT OFFERINGS  
THAT ARE IMPACTFUL FOR  
YOUR WORKFORCE

## BUILDING A PROGRAM FOR GROWTH



CREATE A ROBUST  
IMMIGRATION POLICY

Include:

- Your company philosophy/sponsorship ethos
- Qualification and approval process
- Specific visas that are supported/not supported
- What you'll pay for AND what you won't pay for
- Any expectations for sponsorship (ex. non-compete, repayment agreement, etc.)
- Compliance items (ex. maintaining eligibility to work documents, etc.)

## BUILDING A PROGRAM FOR GROWTH

### Data to Consider:

- Demographics of sponsored employee (age, tenure, visa type, country of origin, citizenship, etc.)
- Money spent per employee, location, division, etc.
- Where the spent money is allocated (government fees, attorney fees, etc.)
- Petition processing times
- Petition approval, requests for evidence, and denial rates



CREATE DATA ANALYTICS  
FROM THE START



## BUILDING A PROGRAM FOR GROWTH



You can't build a world-class program overnight. Project when future evaluation and growth is needed:

- Headcount threshold
- Total spend threshold
- # of visas sponsored

Ex: Once we spend more than \$500,000 on immigration per year, we will evaluate the need to invest in HRIS support.

PROJECT MILESTONES FOR  
FUTURE GROWTH



## BUILDING A PROGRAM FOR GROWTH



FIND A PARTNER THAT  
HAS CAPACITY FOR  
GROWTH



SELECT BENEFIT  
OFFERINGS THAT ARE  
IMPACTFUL FOR YOUR  
WORKFORCE



CREATE A ROBUST  
IMMIGRATION POLICY



CREATE DATA  
ANALYTICS FROM THE  
START



PROJECT MILESTONES  
FOR FUTURE GROWTH


WHAT ARE SOME BENEFIT OFFERINGS YOU  
HAVE THAT COULD BE MEANINGFUL TO  
THIS POPULATION?



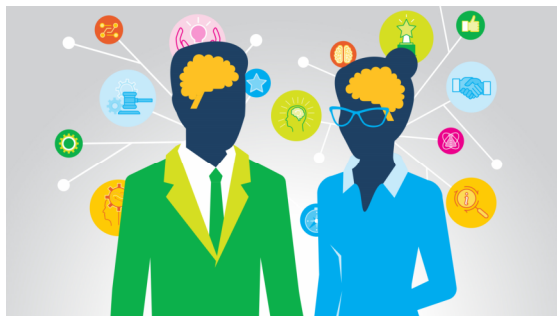
## LESSONS LEARNED

- 1) Be consistent!
- 2) There are going to be pros and cons with every vendor – set your expectations accordingly.
- 3) Sponsorship costs = recruitment costs; not benefit costs.

CONSISTENCY  
IS 

EXPECTATIONS  
  
REALITY





## BEST PRACTICES

- 1) Build an exit strategy into your policy.
- 2) Have an ear to current operations but an eye towards future growth.
- 3) Stay educated, informed, and ready to evolve as needed.



**LEVERAGING  
YOUR PROGRAM**



## MAKING YOUR IMMIGRATION PROGRAM WORK FOR YOU



Hiring guides and  
training managers



Career fairs and  
preparing recruiters



Promotional strategy



Connecting with  
international depts at  
local universities



**EVALUATING  
EFFECTIVENESS**





## ENSURING YOUR PROGRAM IS SUPPORTING YOUR BUSINESS GOALS




30, 90, 180 DAY EVALUATIONS  
INITIALLY; ANNUALLY  
THEREAFTER



KEEP THE CONVERSATION ALIVE  
WITH OPERATIONS SO YOU STAY  
ALIGNED TO BUSINESS GOALS



USE THE DATA TO PIVOT YOUR  
STRATEGY



Q&A



# THANK YOU

Sarah Noble, SHRM-CP

(816) 332-4817

[sarah.noble@csg.heicocompanies.com](mailto:sarah.noble@csg.heicocompanies.com)

<https://www.linkedin.com/in/sarahemilynoble/>

