



A resource for skilled immigrants.  
An opportunity for America.

Organizations need diverse talent. Upwardly Global connects employers with work-authorized immigrants and refugees who have brought their **education, skills, experience** and **talent** to the U.S. From Fortune 500 companies to tech startups, hundreds of companies in every sector are benefiting from the UpGlo talent pool.

Upwardly Global provides the following guide to assist your staff in assessing talent and creating a welcoming environment for new hires. Upwardly Global can also provide additional tactical assistance as you incorporate skilled immigrants and refugees into your workforce.



## Recruiting

**Make** your online job application international: Include an option for foreign degrees and job locations outside the U.S. on drop-down menus.

**Tap** into sources of non-traditional talent such as your local refugee resettlement agencies and **Upwardly Global**.

**Recruiting** depends on networking. Encourage employees to volunteer with organizations like **Upwardly Global** where they will meet immigrants and refugees with professional backgrounds.

**Educate** your front-line recruiting team! Many immigrants and refugees have full work authorization and do not require VISA sponsorship.



## Screening

**Reconsider** your "red flags" on a resume: While a gap on a resume is often considered a negative, a newcomer's career has frequently experienced an unavoidable interruption.

**During the interview,** briefly familiarize the candidate with U.S. culture and your company's hiring process. Interviewers may need to repeat or rephrase a question, especially during a phone screen when it's harder for the candidate to read body language.

**Embrace the value** that a low-skilled job—what we call a "survival job"—can bring to a candidate's skill set and acclimation to U.S. culture.

**Redefine** "overqualified." A healthcare or legal professional will not immediately be licensed to practice in the U.S.

**“ Newcomers arrive with an incredibly strong work ethic, the ability to adapt to change, and a deep desire to succeed. I love my job because I'm able to connect talented people with jobs where they can shine. ”**

Terri Lynn Cardona,  
Senior Vice President of Human Resources,  
Prometheus Real Estate Group



## Hiring

**Consider Implementing** the “Rooney Rule”— for every candidate slate, include at least one minority. That can be an immigrant.

**Contact** references who are abroad by e-mail or through LinkedIn.

Educate your HR and hiring managers on immigration paperwork. For instance an I-94 is the work authorization document a refugee receives prior to a green card.

Sometimes job requirements arbitrarily set immigration status requirements that are not necessary for the job or company.

If a position asks for citizenship status, find out if permanent residency is actually sufficient.

Be aware that requiring citizenship is an EEO violation if the position does not require it for legal purposes.

**Involve immigrant employees** that your company has hired in the past when screening, recruiting, and hiring refugee and immigrant talent.

Refugees and immigrants may speak near-perfect English, or they may have a learning curve. They will learn on the job!

“ UCSF is a diverse community that thrives on the knowledge and unique backgrounds of its employees. It would have been easy to overlook [UpGlo alum] Michael as over-qualified, however our team took a chance on him and he has proven to be a great hire. ”

Amy Deluca,  
Lead Clinical Research Coordinator,  
University of California San Francisco



## Inclusion

**Create on-the-job training** including internships or apprenticeships. Give them an opportunity to perfect their English, learn U.S. business culture, and acclimate to their new role in a supportive short-term position. You’ll have the option to hire them, and you will also have provided that valuable first U.S. job for their resume.

**Assign a mentor** for immigrants and refugees joining your organization.

It’s tough to be new at any job, imagine tackling a new language and culture as well!

If there is a commitment to hiring refugees specifically, **consider a budget set-aside** for the initiative as an addition to HR and diversity budgets. Assign accountability to a senior level person with the clout to make it happen.

**Engage new employees** by asking to hear their stories—maybe you’ll be inspired to share your own family’s history.

**Establish employee resource groups** for New Americans (people who have been in the U.S. for 5 years or less).

## Upwardly Global

is the first and longest-serving organization that focuses on helping foreign-trained immigrants and refugees integrate into the professional American workforce. The organization prepares newcomers for jobs that match their education and skills, and provides employers with the tools to create inclusive hiring practices so they can take advantage of this untapped and valuable potential.

To learn more about partnering with us, contact Emmanuel Imah,  
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