



# EMPLOYMENT

## *Resources & Solutions*

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## United States Citizenship and Immigration Service Fraud Detection and National Security Site Visit Tips

*by Mitch Wexler, Managing Partner & Jenna Robinson, Associate, Fragomen Worldwide*

The United States Citizenship and Immigration Service (USCIS) originally created the Fraud Detection and National Security (FDNS) unit in 2004 to prevent fraudulently filed petitions by conducting unannounced visits and inspections of the worksites of employers who sponsor foreign nationals for various types of work visas. Since its inception, FDNS has primarily focused on H-1B (specialty occupation visa) employers, but in 2014, the agency expanded the program to include site inspections of L-1A (intracompany managerial/executive visa) employers.



**Mitch Wexler**



**Jenna Robinson**

- ▶ Try and cooperate with the officer's requests unless they are unrelated to the immigration petition in question;
- ▶ A company representative should accompany the officer while he or she is on-site and take detailed notes on the names of any individuals the officer interviewed, any questions asked and any documents provided to the officer;
- ▶ If any photographs are taken, ask for copies. If your company has a prohibition on work site photographs, express that;
- ▶ If any specific questions are asked and the answer is unknown, request that a reasonable amount of time be given to gather the information.

As a result of President Trump's intense focus on immigration, these site visits are expected to be on the rise in the coming months. The new administration is also reportedly planning to expand the scope of site visits to cover more nonimmigrant visa categories. Because a majority of these site visits involve randomly selected petitions filed by both small and large companies for inspection, there is no way of knowing exactly who will be subject to inspections or when they may occur.

Although the idea of a site visit can seem like a nerve-wracking event, they should not be any cause of concern for companies filing legally compliant petitions. For worksites where a sponsored foreign national is employed, organizations should designate a point of contact, such as a human resources manager, to receive any FDNS requests.

In the event that your company finds itself being involved in an FDNS site visit, here are a few quick tips to keep in mind:

- ▶ Ask the inspection officer to have your designated legal immigration representative present during the site visit, either in person or by phone;
- ▶ Always request the officer's identification and business card;

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# AI Recruiting – Threat or Opportunity?

It is no news that technological advances continue to shift the labor market and as a result, recruitment practices. A popular and emerging trend for 2017 has been the use of Artificial Intelligence in Recruitment software.



decide to integrate AI recruiting. In addition, because AI finds patterns in previous behavior, if an organization has pre-set biases, the software will easily replicate these already existing human biases. Finally, as HR practitioners are constantly bombarded with new technology, AI software has a long way to go in regards to proving their efficiency and reliability as there will be a level of skepticism associated with this new trend.

**What is Artificial Intelligence?** Artificial Intelligence (AI) is the science of how to make machines think for themselves. Simply put, AI for recruiting is designed to automate part of the recruiting workflow.

**How is AI in Recruiting utilized today?** Recruiters nowadays are able to utilize AI software to auto-screen candidates and conduct sentiment analysis on job descriptions. Organizations such as Facebook, GE and IBM are currently utilizing machine intelligence to not only auto-screen but to scan through candidate information such as social media content and facial expressions to weed out unwanted applicants.

**Why are organizations turning towards AI Software?** Talent Acquisition leaders are reporting that within the next year, their open requisition numbers will continuously increase yet their recruiting teams will remain the same size. Some benefits to AI Recruiting would include:

- 1. Faster screening process:** presently, there are a number of AI tools that can engage the candidates before and after the application process creating an overall better candidate experience. Applicants can interact with a chat box where a variety of company personalized interview questions are posed. AI software will then rate the responses accordingly. This allows recruiters to quickly and effectively assess resumes.
- 2. HR Practices:** although new hire onboarding is effective in providing relevant company information, 90% of new employees typically forget what was covered during the initial meeting. AI can help answer key repetitive questions such as benefit coverage, FMLA, vacation times and payment related issues. In addition, the market today is heavy in case management software which can allow HR practitioners to gather pertinent information such as employee complaints, investigations or request specific information. Finally, whether it is booking interviews or meetings, scheduling can easily be automated through AI technology.

**What are some challenges with AI Technology?** AI Technology requires a lot of data in order to accurately screen information and mimic human intelligence. Organizations must thus carefully look into which resources to utilize should they

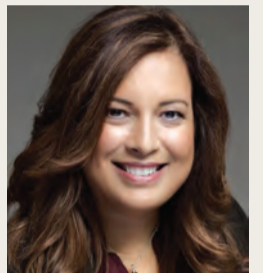
Although some may argue that AI practices raises questions about accuracy and privacy, many also counter that utilizing AI for hiring purposes could result in higher quality, better candidate experience and an overall more diverse and dynamic workplace. With the proper tools and research, HR professionals can capitalize on this growing trend!

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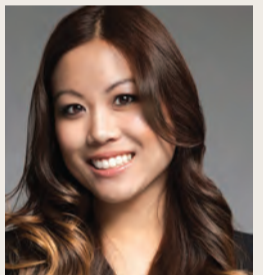
**Claudia Perez**  
Sr. VP of Operations

Claudia joined Marquee in 2011 where she has been vital in growing and developing the Orange County Territory. Her background includes leading several on-sites in the mortgage, aerospace and medical device industry. Through her strong business acumen, understanding of the market and stellar customer service, Claudia sets the tone for building solid relationships with both her internal team and with clients.



**Ann Nguyen**  
Assistant Branch Manager – Orange County Division

Ann and her team are focused on placing top tier Consultants in Southern California ranging from various industries including Medical Device, Accounting & Finance, Administrative Support and Engineering. She works directly with clients in helping overcome staffing challenges through quality candidates who fit company culture and goals.



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# St. Joseph Hoag Health

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## St. Joseph Hoag Health Delivers the Right Care at the Right Time

We live in the age of rankings and top 10 lists. From the best graduate schools to the fastest-growing small businesses and most employee-friendly employers, the public increasingly relies on third-party rankings to choose between competing brands, businesses and service providers.

Certainly, nowhere is this trend more pronounced than in health care and the endless “best hospital” lists that rank institutions based on quality of care and other factors.

But what *is* quality health care? And how can patients evaluate the quality of care they receive?

According to Christy Mokrohisky, VP of population health management at St. Joseph Heritage Healthcare, quality health care for patients is as simple as **getting the right care at the right time**.

For St. Joseph Hoag Health, this means offering a **full continuum of care** that empowers patients to access services from multiple sites and sources – from **Acute Care to Recovery & Rehab Care to Community-Based Care** – ultimately connecting care receivers to urgent care, wellness services, and everything in between.



Christy Mokrohisky

Making sure patients get the right care at the right time starts with **Population Health Management (PHM)**, the use of large amounts of patient data to determine population-wide health trends and solutions, and then leveraging those findings through personalized care. “The purpose of health care is to improve the health of patients, but we have built a system that often intervenes too late, when a person is very sick and needs expensive hospital services,” Mokrohisky explained. “Population Health Management is all about knowing who our patients are, offering services to keep them healthy and intervening with care as soon as symptoms begin. We use data to be proactive and preventive on the individual patient level to arrive at a new level of care.”

Mokrohisky said that PHM is about engaging patients, and asking the right questions, to encourage better outcomes. Are patients engaged enough in their health? Do they understand what might happen if they don’t take the prescribed action? “A diabetic may feel good enough on a day-to-day basis, for example, to start missing the at-home blood-sugar tests,” she said. “However, daily diabetic monitoring is important because it alerts us to problems. When we know what the problems are, we can intervene with the right care and ultimately change behavior to increase their chances for successful, long-term outcomes.”

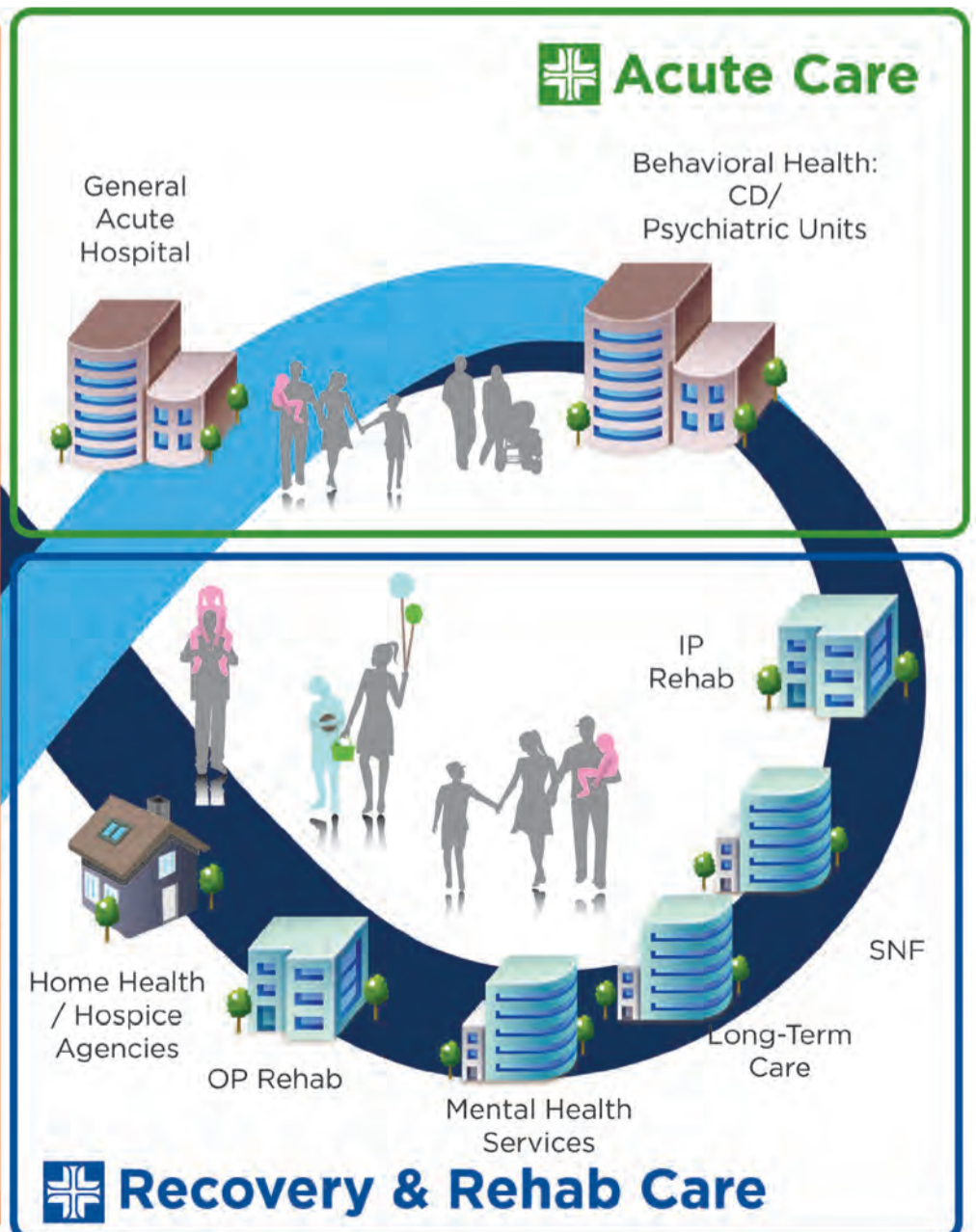
St. Joseph Hoag Health uses the “Triple Aim” approach, established by the Institute for Health Care Improvement, to assess the quality of care:

- 1. Improved Health.** Promoting wellness and reducing the risk of illness or disease.
- 2. Enhanced Patient Experience.** Measuring and tracking a particular population’s experience of care, including quality, access and reliability.
- 3. Reduced or Managed Cost.** The goal of measuring and controlling the per-capita cost of care.

For forward-thinking businesses that invest in PHM, the ROI can be dramatic. After its first year, Western Digital’s on-site wellness center that is operated by St. Joseph Hoag Health, reported employee participation rates of more than 50 percent and a \$1 million savings in both its productivity and cost of claims. Adding to the good news was an increase in anecdotal employee satisfaction leading to a noticeable boost in morale and a happier, healthier population.

At St. Joseph Hoag Health, wellness has become a crucial component of efforts to build healthier communities. This approach is shifting the traditional focus away from treating illness to preventing illness. This new model of care puts the patient at the center of the process, rather than the doctor or provider, and allows individuals to take greater control over their well-being and health care.

*To learn more about how St. Joseph Hoag Health can help you to increase the quality of care you offer your employees, contact Shelly Summers at 949.381-4777 or visit our website at [stjosephhoaghealth.org/For-Employers](http://stjosephhoaghealth.org/For-Employers).*





## Maximizing the Multigenerational Workforce

Today's workplace is one of the most diverse with respect to age. The three generations—Millennials, Gen Xers and Baby Boomers—come to work with different expectations, assumptions, priorities, and approaches. The work world has changed dramatically over the past several decades. It should come as no surprise that each generation views work and career differently. If you ignore these differences, they can grow into sources of misunderstanding and conflict. Embrace them and they can create a tremendous opportunity for synergy, giving your organization a competitive edge.

### Create Reverse Mentoring Programs

Align Boomers with Gen Xers and Millennials to create relationships among generations. According to PGI, 71% of Millennials want their co-workers to be a second family and 75% want a mentor and deem it crucial for success. In the same survey, 70% of Boomers said they are open to reverse mentoring, realizing they may have something to learn from the younger generations.

### Experiment with Mixed-Age Teams

Don't assume a particular generation may or may not be interested in a project based on their perceived generational group. For example, you may have a project centered on social media. Rather than place all of your digital natives on a team, create a diverse group that can share varying perspectives. A diverse team can help your business develop a stronger solution.

### Offer Incentive Plans That Reflect Employees' Needs

Many Gen Xers and older Millennials are juggling career and family, so flextime or the ability to telecommute might be the best gift you can give. Boomers might want to work part-time as they dip their toes into the retirement pool, so they, too, might appreciate the flexibility. For employees eager to make some leaps up the ladder, consider an investment in elite training programs, or a stretch assignment working with senior leadership. Ask

your people what incentives they care about rather than make assumptions based on age groups.

### Gather Feedback to Get a Pulse on Engagement

Use formal surveys and performance reviews, as well as informal meetings to assess engagement and satisfaction levels. Measure the relationship between age and engagement using a Likert Scale (e.g., strongly disagree to strongly agree) and open-ended questions to determine the intensity of your employees' feelings and provide insight into why they feel the way they do. Be transparent and let employees know why you're conducting the survey and share the results. Develop action plans to improve engagement for each age group.

### Bottom Line

Whether born in 1950 or 1990, one thing all generations have in common is that when people are happy at work, they are more productive and engaged.

### Lisa Pierson

Lisa Pierson is the President of Kimco Staffing Services. Headquartered in Southern California since 1986, Kimco has the market expertise to help companies find top talent and the business acumen to help our clients navigate California's unique employment environment. Our approach to staffing focuses on individualized service, customized solutions, and a commitment to deliver "Hire Results"! You can reach Lisa at [lperson@kimco.com](mailto:lperson@kimco.com) or 949.331.1102.



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## Working Professionals Program

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Evan Fewsmith

Dr. Fewsmith has amassed a team of the top, licensed clinical therapists with decades of addiction treatment experience who are committed to helping. The Working Professionals Program is a way for businesses to help their clients get the support and resources they deserve, while allowing them to improve their quality of life, stability and productivity, and helping your company's bottom line!

The same people that started Pacific Solstice also created a nonprofit agency called Strength in Support (SIS). They provide low-cost and/or free mental health treatment for all veterans, active military, and their families. Both agencies are conveniently located next-door from each other and are committed to helping those suffering here in Orange County. Pacific Solstice also provides free monthly support groups, community presentations, resources, and consultations.

"Addiction is an all-encompassing phenomenon that can interrupt an individual's ability to live in their full capacity. However, it is not a cause for recrimination, it's an opportunity for empowerment."

- Dr. Evan Fewsmith

For more information call 949.200.7929 or find them online at [PacificSolstice.com](http://PacificSolstice.com) or [StrengthinSupport.org](http://StrengthinSupport.org).

## The Name Game

by Kathi Guiney SPHR, GPHR, SCP, President YES!  
Your Human Resources Solution

How many times have you been in that awkward situation of trying to entice a person to say their own name so you can introduce them to someone else? You could try the classic, "Hey there! I would like you to meet our new engineer: Bob," hoping that social convention will take over and the *nameless* person will say, "Hi Bob, I'm Kyle." But let's face it, that is not a solid strategy. And news flash—it's a direct giveaway that you have forgotten a name.



But fear not! You can avoid the awkwardness by learning to remember people's names when you first meet them. And with these tricks, you'll soon be at the top of the 2017 Name Game.

- ▶ When you are introduced to someone, use their name in the conversation at least once, including the good-bye. Repetition leads to remembering.
- ▶ If you are given a business card, jot notes on the back about where you met the person, and any distinguishing reminders like "tall Texan" or "U of Oregon grad."
- ▶ If the person reminds you of someone, make a mental note: "Ryan in Marketing looks like Ryan Gosling." (sigh!)
- ▶ Use word play: Tina plays tennis or Fred like french fries.
- ▶ If you realize shortly after an introduction that you have forgotten someone's name, just say so with a smile and an apology. A moment of awkwardness beats calling Ted "Todd" or "Hey you" for the rest of your career.



Kathi Guiney

The best advice for remembering names? Choose to care and make an effort at each introduction. Take a moment to focus on the person's face and name beyond a perfunctory handshake and "hello." Your attention makes all the difference! And you never know when meeting (and remembering) the right person can influence your future. When all else fails, Google the 1960s hit "The Name Game"—*Name-Game-bo-bame-game*—and thank me later for getting that song and people's names stuck in your head, forever!

Kathi Guiney  
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