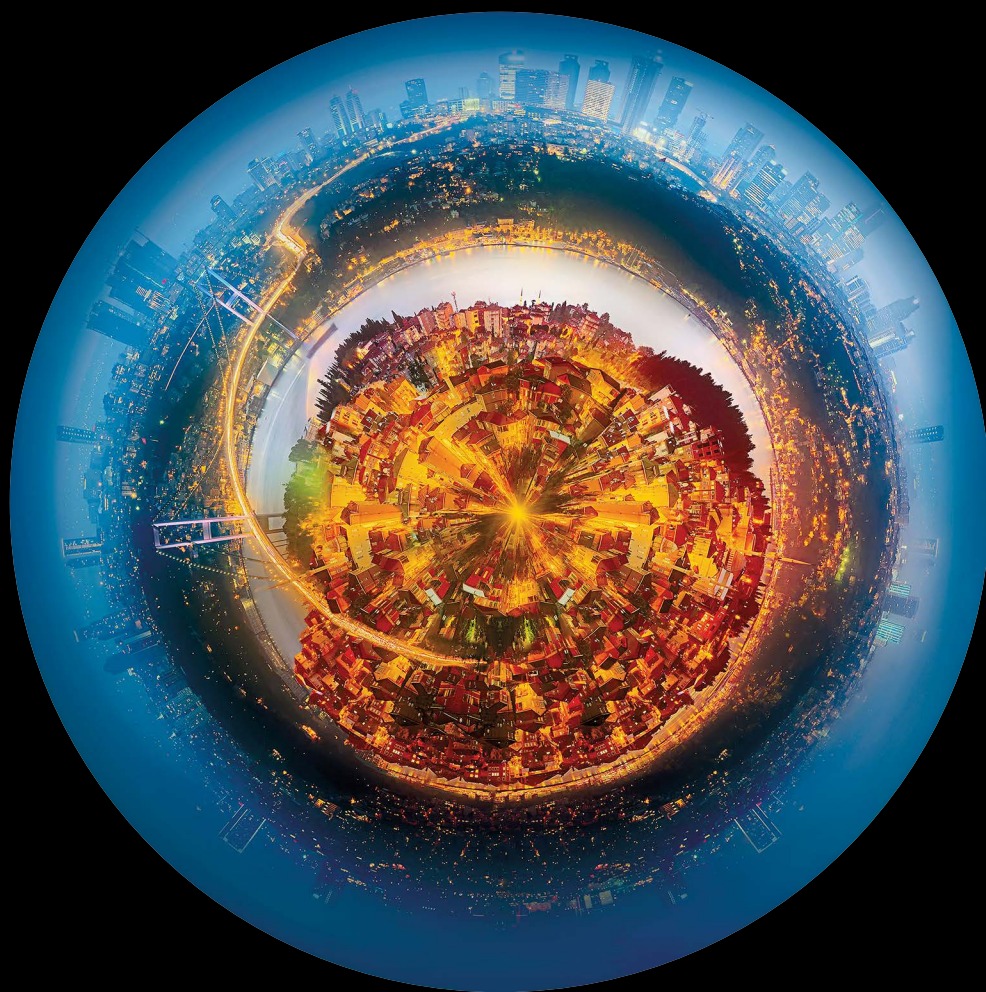


Deloitte.



Global Workforce Agility

Analytics driven global talent
sourcing and deployment

February 2017

Introduction

With the pace and complexity of business ever increasing, it is important for organizations to find new areas of growth, efficiency and competitiveness. For organizations with a global workforce, this means having access to the right data to make intelligent, proactive deployment decisions in a timely and cost-effective manner, while also keeping the business and its employees tax compliant in the jurisdictions in which it operates.

In previous publications, Deloitte discussed the future of global mobility and the key challenges businesses are facing in light of an increasingly global workforce. Talent mobilization—having the right talent available at the right time—was identified as one of the hot topics by business leaders and also the key in driving business performance.

As more organizations begin to expand across borders and into new industries, the international landscape can trigger a range of complex issues which means that talent sourcing needs to be both sophisticated and agile—what we term “global agility.” Organizations that are therefore able to “see” their global talent, match it to critical roles and deploy swiftly in a cost-effective and compliant manner, may gain a significant competitive advantage.

However, for many organizations, mobility might be used as a reactive function or as a blunt global resourcing tool with little alignment to business strategy. Additionally, identifying and sourcing the best talent can be both time consuming and labor intensive and often comes with many challenges including complex compliance requirements and meeting demands on speed of deployment and cost.



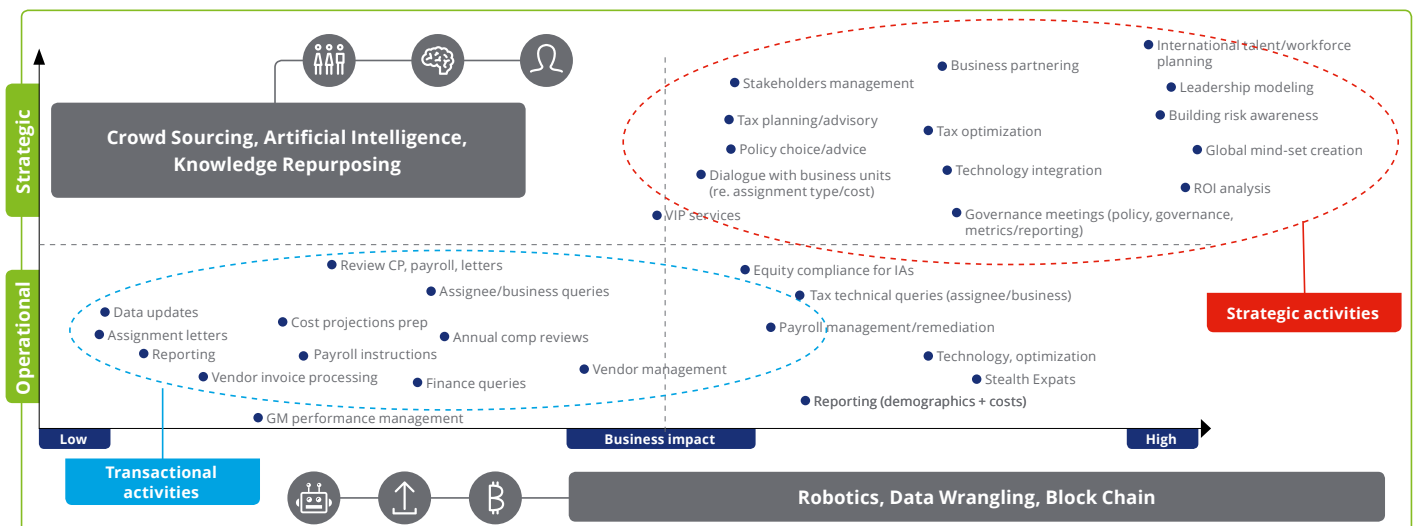
Only **22%** of global organizations would consider their ability to understand where their skilled workers are located as excellent - Deloitte 2016 Global Human Capital Trends Report

So where could organizations start in reassessing their global resourcing strategies?

One of the first things to start looking at is their mobility function itself in terms of both scope and capabilities across a longer-term horizon and whether their strategy is fit for the future by identifying areas for disruption. This means building proactive, responsive tools and processes supported by data and efficient technology to either automate and streamline ‘transactional’ activities, or build and enhance a new scope of strategic activities and capabilities.

In the coming years, new and increasingly accessible disruptive technologies, such as cognitive and block chain, will become more commonplace as organizations adapt their core businesses and processes, enabling better, quicker, less risky, and more cost effective decisions (see Figure 1). Taken together with the development of global and deep internal talent and skills data, this presents the opportunity for mobility functions to be a more strategic partner with the business.

Figure 1. Segmentation of global mobility activities
Identifying opportunities for disruption



Only **8%** of global organizations consider themselves world class in terms of global mobility effectiveness—Deloitte Strategic Moves Survey 2014.

Current challenges to cross-border worker selection

As the global mobility function strives to become more of a strategic partner to the business, they will inevitably continue to face challenges in sourcing individuals for global assignments which include:



Talent Sourcing—Typical current state

In order to re-imagine what the solution may look like it is important to first acknowledge some of the challenges with the current global talent sourcing process as exemplified by the case study.

Case study—Typical current state

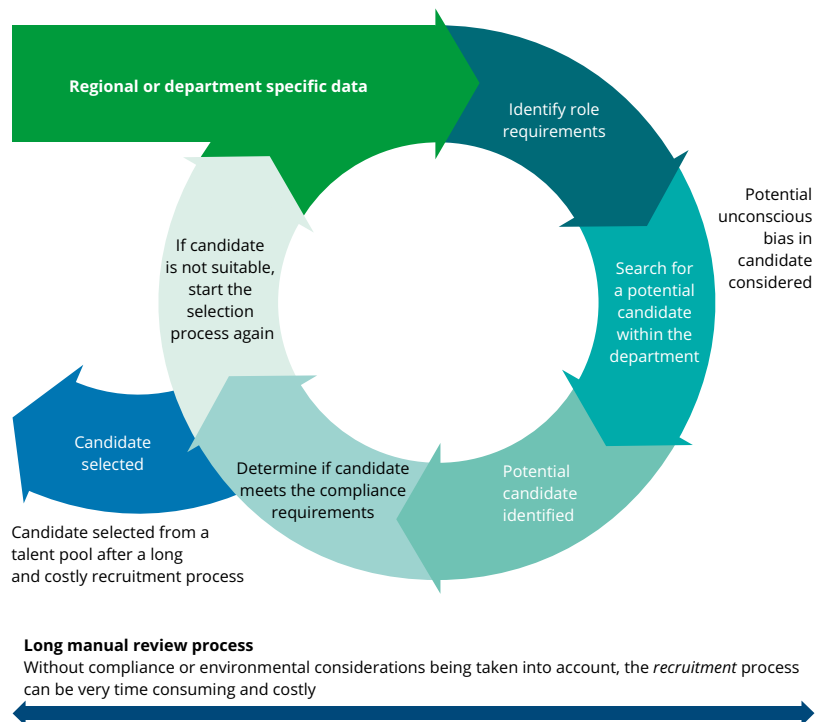
Alessandro is the Italian software and design lead of a global technology firm. The firm is looking to expand into the APAC market and has recently agreed a project in China to implement the IT solutions for a large multinational bank.

The project is supposed to start soon and Alessandro has identified Vincent, an existing employee in his Italian team to be on-site full-time to manage this project. Alessandro starts to move forward and has informed the bank that he has everything in place. What Alessandro hasn't considered is any compliance or personal requirements for Vincent or the logistics of the employee relocating.

After consultation with the mobility team, Alessandro learns that the candidate will require a work permit, which has a lengthy lead time, and was not aware of the internal relocation protocols he has to follow. In addition, he discovers Vincent is reluctant to take his children out of school until the end of the school year and is unlikely to make the start date of the project. Alessandro quickly realizes that Vincent isn't a viable option and he has to start the selection process again. Not only has Alessandro lost time in trying to recruit the wrong candidate, he also risks the project's success as he is now struggling to meet the agreed timelines.



Figure 2. Typical talent sourcing process



How can technology and analytics help and what might the future look like?

At this point, it is important for organizations to start thinking about the following questions:

- How might we make the process of candidate identification and selection more efficient?
- Is it possible to consider key factors, such as tax, immigration, and social security requirements at the time of candidate identification?
- Will the above produce a process that is simpler, cost-effective, and more time efficient?
- Is it possible to manage the internal supply and demand of talent?
- How does this fit into an organization's business and operational strategy?

One of the top ten 2016 Human Capital trends from Deloitte's 2016 Global Human Capital Trends Report was people analytics, with 77% of organizations surveyed believing people analytics as important.

However, most organizations are yet to embed analytics within mobility processes. The top three concerns organizations have in global talent sourcing often include skills, cost, speed, and difficulty.

An effective global talent sourcing process will involve consideration of 3 potential talent pools:

1. Local talent that can be redeployed, without the need for costly global relocations.
2. The full pool of talent available to an organization.
3. The availability of external talent for hire.



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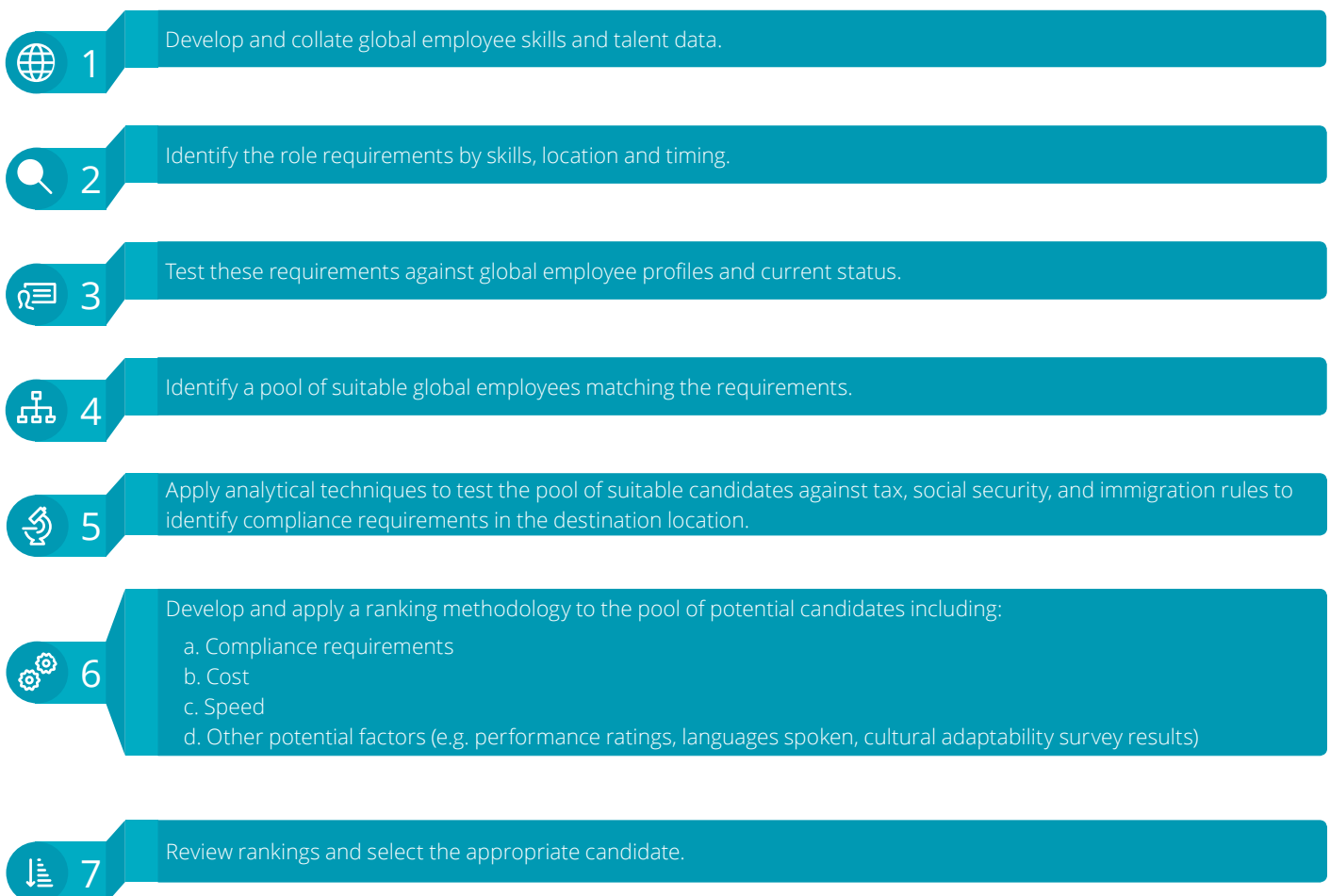
Deloitte 2016 Global Human Capital Trends Report

Integrating global talent sourcing with technology and analytics

How can a future state candidate selection process enabled by analytics and technology help streamline the candidate selection process and bring additional value to the business?

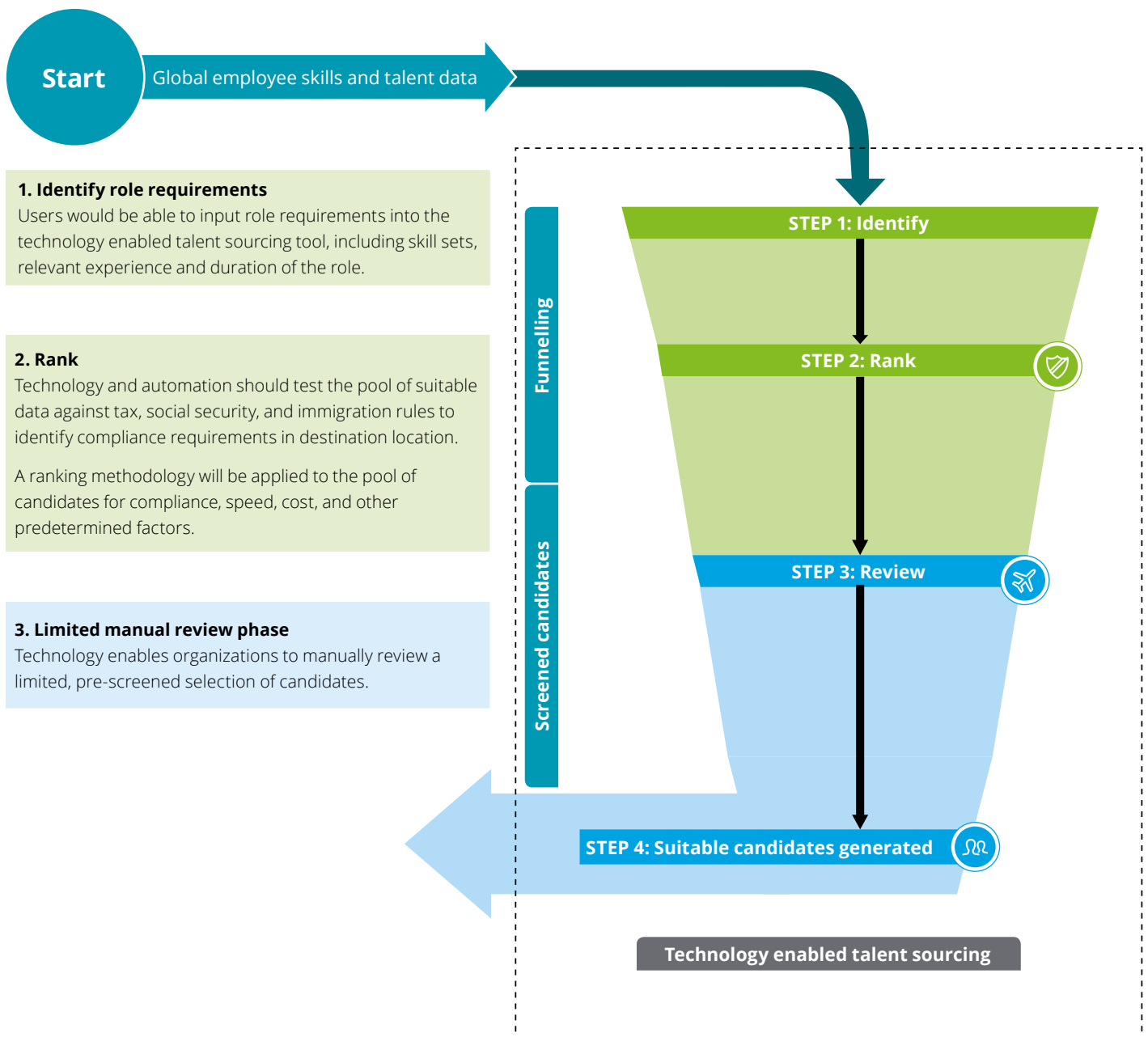
An automated sourcing process should be able to identify the most suitable candidates that match requirements, enabling businesses to make faster/quicker/cheaper decisions based on a narrower selection of pre-screened and ranked candidates.

As an example, an automated global talent sourcing process might follow this process:



By integrating talent sourcing with technology and analytics the reimagined candidate selection process now follows a funnel approach as shown in Figure 3.

Figure 3. Re-imagined talent sourcing process with technology



Talent Sourcing—Potential future state

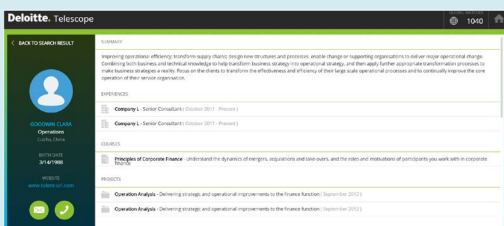
Now revisit the case study and imagine Alessandro followed a process similar to that in Figure 3, would his decisions change? How is the speed of deployment/business risk/cost affected? Can he optimize candidate selection to give the best chance of making the role a success?

Case study—Potential future state

Alessandro is now assessing requirements against global employees, not just his own Italian team. He inputs specific skills required to fulfill the project manager role he is recruiting for. The technology pre-screens the global pool of employees and filters them down based on this criteria in addition to compliance requirements (immigration, tax, and social security) and required speed/cost/location parameters.



Originally, Alessandro found out far too late in the process that immigration was a major roadblock with his candidate and is now working from a manageable number of viable candidates. Alessandro has now identified the 5 top viable candidates based on ranking and has identified Clara within the APAC design and technology team who has recently completed a similar project with a telecommunications company. Clara is already based in China and available to start immediately so any immigration, tax, and social security requirements have been removed.









A revised process now enhances Alessandro's decision making by giving the project its best chance of success, by matching skills, and meeting cost and timeline requirements. He has found a suitable candidate and reduced very costly compliance and relocation costs in the process.

Closing thoughts

Analytics techniques and technology have the potential to reshape the way mobility interacts with the business by becoming a core component of an overall global talent strategy.

Some of the key benefits would include:

-  Rapid and responsive decision making on project deployment
-  Access to skills and talent from across the breadth of the global organization
-  Ability to foresee immigration and other compliance related deployment challenges
-  Democracy of data—potentially available to both HR and project leaders
-  Identification and estimation of the full cost of deployment of cross-border workers
-  Proactive staffing and resourcing decisions around the globe

The key requirement that underpins the concepts discussed is the availability and maintenance of global skills and talent data sets. It is likely that only organizations that are committed to this idea will be able to unlock the benefits and insights that analytics can bring, and gain global competitive advantage.

Broadening mobility's role in talent identification and selection will mean that mobility becomes more closely aligned and integrated with talent teams and the wider business. Organizations that proactively manage their workforce using a global mind set, supported by rich skills and talent data, will be best placed to unlock the full potential of their people and will likely have the agility to deal with the increasingly rapid and changing global business landscape.

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Deloitte Telescope

What if an interactive map could enable the comparison of three global workforce management solutions—Buy, Borrow and Build for closing talent gaps?

What if analyzing workforce, talent market and mobility data allows organizations to understand the implications of cost, speed and difficulty for choosing different talent solutions?

The ability to manage the internal supply and demand of talent is key to operating a successful global organization. Deloitte Telescope is a web-based concept that provides organizations with real-time data and insights to manage global workforce supply/demand equilibrium at the click of a button to transform global workforce management.

What is Telescope?

Telescope is an interactive global workforce supply/demand matching concept that enables organizations to:

- Search and rank their global workforce based on specific preferences
- Assess the tax, social security, and immigration implications of moving talent
- Analyze cost, speed and difficulty for each talent solution
- Identify top sourcing locations based on user-defined criteria

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Why the need for Telescope?

- Only 22% of global organizations would consider their ability to understand where their skilled workers are located as excellent
- Moreover only 17% of organizations said they were world class in understanding their future skill capabilities and therefore only 13% would have an excellent understanding of their current workers skills and capability gaps

Deloitte 2016 Global Human Capital Trends Report



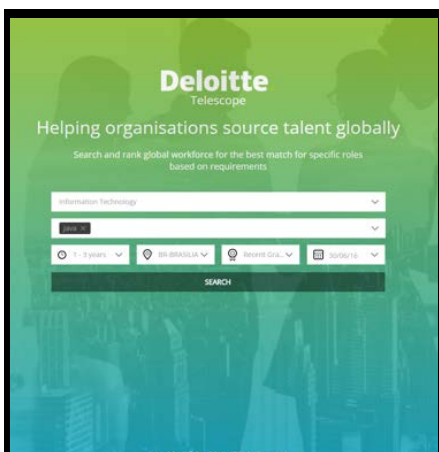
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Key functionality

- Search functionality allows the user to enter their own specific search criteria
- Ranking ability provides the opportunity to rank matches by different variables
- Country summary allows the user to zoom in on the world map for detailed country specific information
- Individual summary displays detailed information on individuals matching the search criteria submitted
- Comparison mode enables the user to compare up to 3 countries' candidates side by side



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