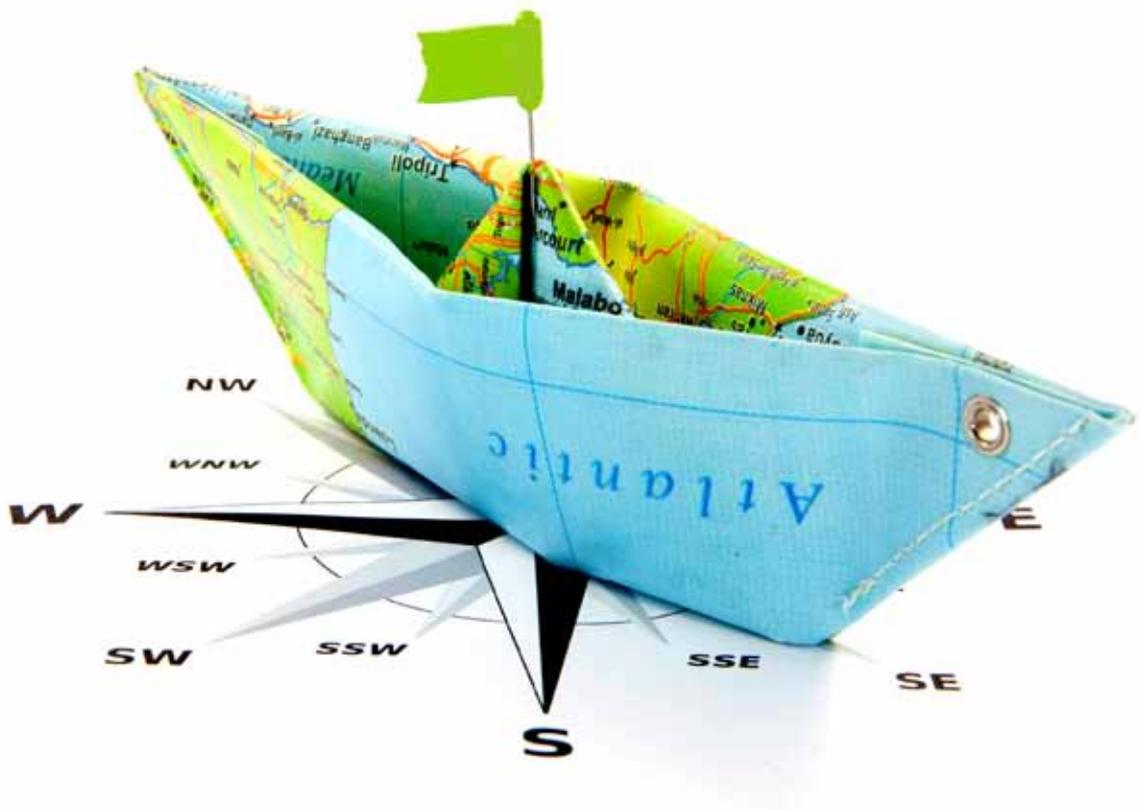


Getting the right people
to the right places
Global mobility



The ability to get the right people to the right places at the right cost quickly and efficiently is now expected as the entry point rather than a competitive advantage. Regardless of whether companies operate in mature or rapidly developing markets, there is a critical need for speed and efficiency, to move dozens, hundreds, or often thousands of professionals, technical specialists, managers, and executives around the world, far from their home offices.

Business drivers

Globalisation, increased competition for new customers and markets and talent shortages have pushed international mobility higher on the list of priorities for most organisations. The rapid growth in the types of cross-border activities means a larger number of organisations are likely to become increasingly active in terms of the number of in-bound assignees and intra-regional assignments, with increased business travellers, commuters and project-based staff.

Even getting the basics right, such as keeping track of who is working where, what they are paid, whether the company is complying with national and local tax and regulatory regimes, how international deployments fit into global career plans, what technology to build, buy or integrate, can present real challenges.

Challenges

It is not surprising that a vast majority of organisations struggle to come up with adequate frameworks to cope with the growing complexities of managing an internationally mobile workforce across the whole spectrum of activities. These include governance and providing direction on compliance issues, data privacy, international corporate/individual tax liabilities, talent management, career planning, supply chain and service delivery, including the management of logistics in the home and host locations for the assignees and their families.

At the same time, companies also face an increasing need to attract, develop, deploy, and retain employees and leaders who know how to think and operate globally. All the while, employee expectations, including the different views of multiple generations of workers, are evolving.

Next generation

In the past, traditional global mobility programs focused on HOW to deliver services and the service delivery model, and there is no doubt that significant progress has been made to reduce cost and increase operating effectiveness.

Based on our experience, this traditional approach to international assignments handles each case as a special event with expectations for comprehensive, high-touch service. However, this one-size-fits-all approach increasingly overshoots the mark for many situations. Perhaps worse, it often fails to meet the specific needs of both the business and the assignee in terms of global mobility.

The next generation programs will focus on WHAT services global mobility must provide to support the business strategy. Moving global mobility to this next level will require careful planning, focused investments, and the development of new advanced capabilities.

We believe that companies should offer a portfolio of global mobility assignments with a robust range of options that help leaders find an appropriate balance between an assignee's growth and development on the one hand, and an assignment's short and long term business impact and importance on the other.

In order to achieve this next level, organisations will need to refocus and develop their global mobility program in the following four business critical areas:

1. Global mobility and workforce strategy
2. Global employee rewards
3. Global mobility service delivery and compliance
4. Technology

Deloitte has developed an approach and global mobility framework that can provide a fully integrated solution, aligning your business and talent strategies to provide scalable, flexible, repeatable mobility processes through implementation of a strategically aligned execution framework that:

- meets the assignees' needs and expectations
- provides organisational and service delivery efficiencies
- delivers operational excellence and compliance
- adds real value to the business.

What and why

Understanding the value proposition of Global deployments

- How does it fit with our business objectives?
- Who are we sending on assignment?
- Why are we sending them?
- How does this fit with our talent agenda?
- How does this fit with the individual's career plan?

Business plan

- What business goals does the organisation set out to achieve?

Workforce and succession

- What talent does the organisation need to support the business goals?
- How does the organisation acquire, develop and retain the talents needed to support the business?

Strategic mobility plan (SMP)

- How can global mobility be utilised to help achieve the talent objectives?

Individual assignment plan

- How to plan an assignment properly to achieve the objectives(s) outlined in the SMP?

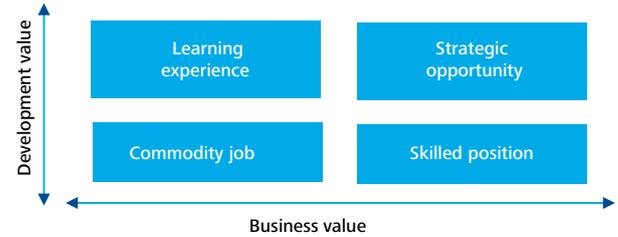
- What alternatives are there to mobility?
- Should we be better at developing local talent?

How

In order to harness the full power of global mobility, companies must improve their global mobility capabilities in four key areas

To manage global mobility needs effectively, companies must master and integrate four essential building blocks - strategy, rewards, service delivery & compliance and technology

Global mobility portfolio framework



Global mobility execution framework



Supporting trends

Moving from

- Globality mobility used to fill open jobs
- Having a 'one size' fits all policy approach to long-term moves
- Mobility reserved for senior executives with less development potential and a shorter "give-back" period
- Assignees retaining assignment benefits and allowances irrespective of duration of assignment
- Employees view international assignments as hardships for which to be compensated
- No ongoing re-evaluation of the Return on Investment (ROI) of mobility decisions
- Traditional home-based approach for tax and social security

To

- Global mobility used as a strategic investment in high potential talent
- Policy proliferation based on intent of assignment/cadre of assignee
- Diversified mobility programmes that enable deployment of more junior people and leverage employee objectives
- Transition off long-term assignment programmes onto localised packages
- Employees view international assignment as a career development opportunity to be embraced resulting in less financial reward
- Clearly defined goals for every assignment that are re-evaluated to relative to cost at least once per year
- Tax planning and social security optimisation

Mobility programme focus areas

Pre-qualification and selection

Assignment initiation and planning

Development support for assignees

Talent assessment and assignment ROI

Re-assignment planning

Find out more



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