



Refocusing on enhancing the employee experience

June 2014





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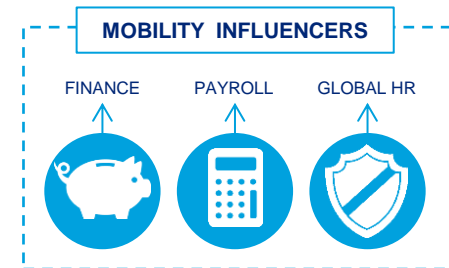
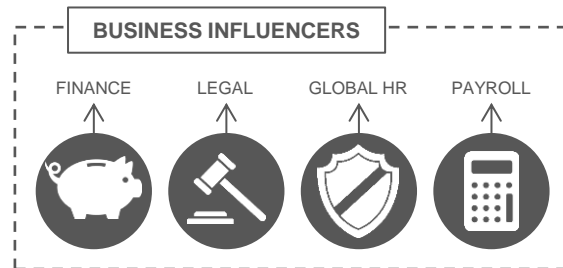
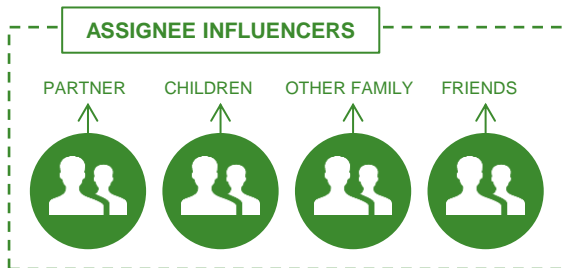
- HR Trends
- The war for talent
- Navigating the “level of expectation” journey
- Exercise: Enhancing the assignee experience
- Conceptualising the assignee experience
- How do you know?
- Deloitte’s approach to experience enhancement

Two fifths of employees worldwide feel disengaged from their employer. The average worker will have 11 jobs by the age of 45. Job tenure for under-35 year olds is at an all time low. What is causing this disconnect? What Deloitte has seen is a lack of engagement across all levels. For organisations to succeed, engagement will need to become about the employment experience covering the work environment, career development, corporate mission, recognition and leadership.

Talent trends and their impact on HR



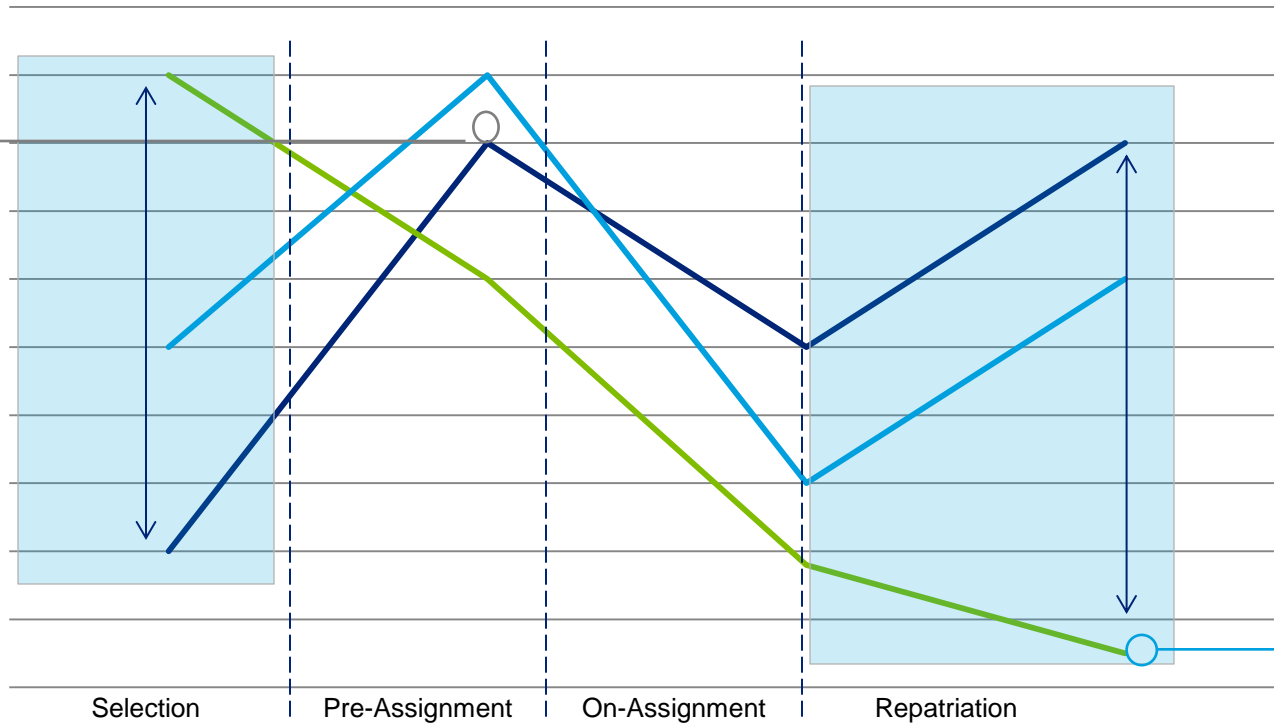
Assignment priorities by stakeholder



The disconnect – Thinking vs Feeling

— Assignee — Business — Global Mobility

90% of assignees feel their career will be enhanced by the assignment experience – so why do so many assignments fail?



Why are businesses losing touch with their assignees?

The war for talent

Companies, countries and cities are increasingly competing for talent and seeking to attract, develop and retain it. Talent has become the key resource of the global economy and is therefore one that decision makers need to understand in depth.

The talent deficit in Western Europe is estimated to reach between 0.4% and 1.19% per annum despite growth of 3.5% in demand for talent by 2021

China will need 75,000 executive managers with global experience in next 5 to 10 years but there are only 3,000 to 5,000 people in the local market who meet the necessary criteria

The Middle East region will produce an excess of skilled workers over the next decade as technology advances and the number of university graduates continues to increase

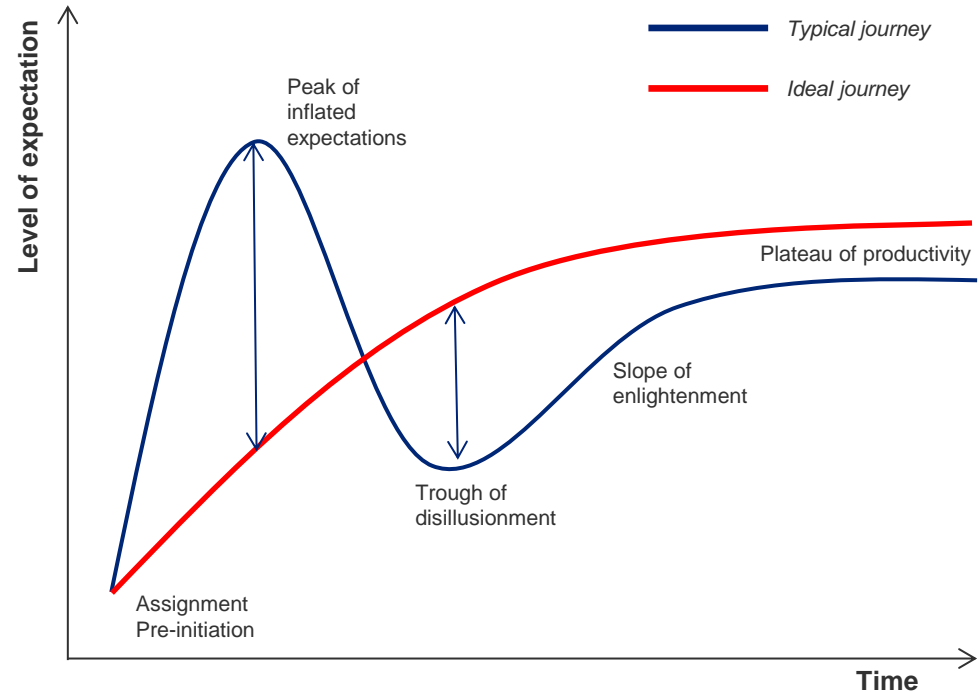
India is set to become the largest provider of global talent with 1 in 4 graduates in the world a product of the Indian education system by 2030



The world is becoming less connected and less flat with cities dominating future economic growth with the creation of talent hubs based on certain industries and skills.

Navigating the “level of expectation” journey

- The expectation of the assignee could vary based on the individual’s circumstances, the industry and culture of the company and the type of assignment
- Before going on assignment, the level of excitement and expectation from the assignee is at its peak due to prospects of career enhancement, gaining global experience, working in a different country/culture
- The first few months of the assignment provides the most potential for “issues” to arise e.g. incorrect first pay, family adjustment to overseas location, embedding his/herself into the new workplace
- Following this, the assignee and their family should begin to settle into their situation and eventually the assignee reaches a “plateau of productivity”
- Our aim as mobility professionals is for assignees to reach the plateau of productivity stage sooner by managing and achieving more consistent levels of expectation in the early stages



Enhancing the assignee experience

Experience enhancing



Assignment coach

Spousal support



Host country buddy



Provision of settling in services



Repatriation debrief

Ongoing career conversations



Feedback follow up throughout assignment



Potential for career enhancement



Recognition



Assistance with finding an appropriate school



Language/Cultural training



Career counsellor



Integration training on repatriation



Obtaining global experience

Neutral experience



Company car



Relationship with manager



Shipping of goods



Provision of laptop



Introductions to the host team on arrival



Administration support



Salary



Annual bonus



Security in host location



Tax compliance support



Interaction with subordinates



Training



Good working conditions

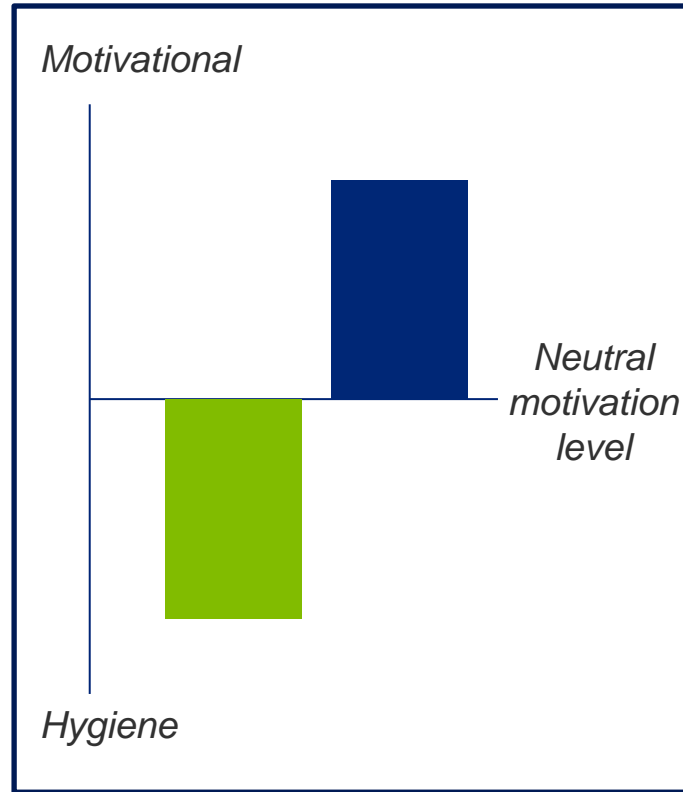


Efficient visa process

Potential to lead to dissatisfaction

Conceptualising the assignee experience

- The assignee has a level of expectation throughout the assignment process
- This will include an acceptable level of compensation and support they should receive
- Assignee will strive to achieve “hygiene” needs because they are unhappy without them but, once achieved, satisfaction is temporary
- By increasing compensation or compliance/admin support, it is unlikely that these elements alone will be able to deliver enhanced experience levels



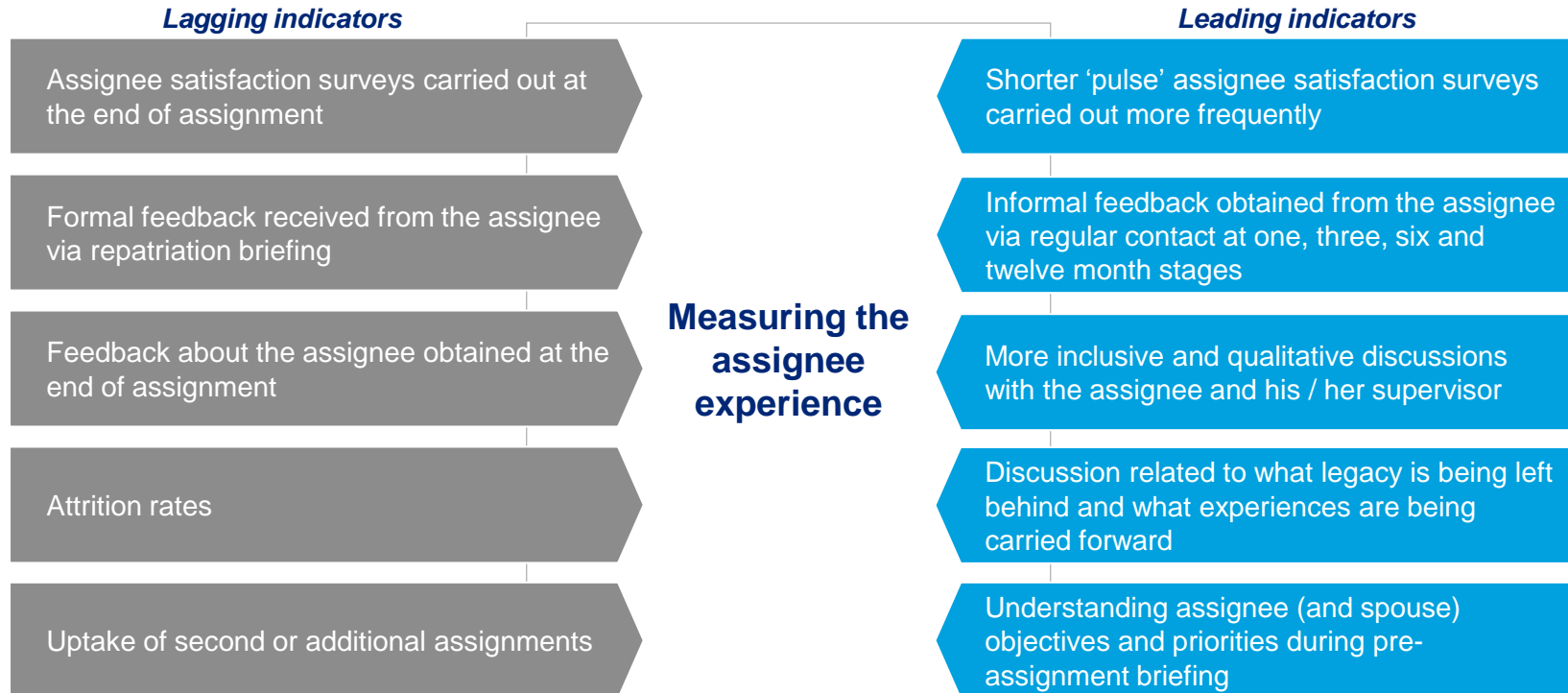
- The opportunity for experience enhancement is related to the “softer” elements of an assignment package
- Assignees reported that the assignment was a success and they had a positive experience when:

- 1. They adapted well to the culture**
- 2. There was a clear career progression plan on return to their home country**
- 3. Their family felt settled**
- 4. They were able to speak the host country language**

NOTE: There were few respondents who cited compensation/pay in the top 3 most important elements

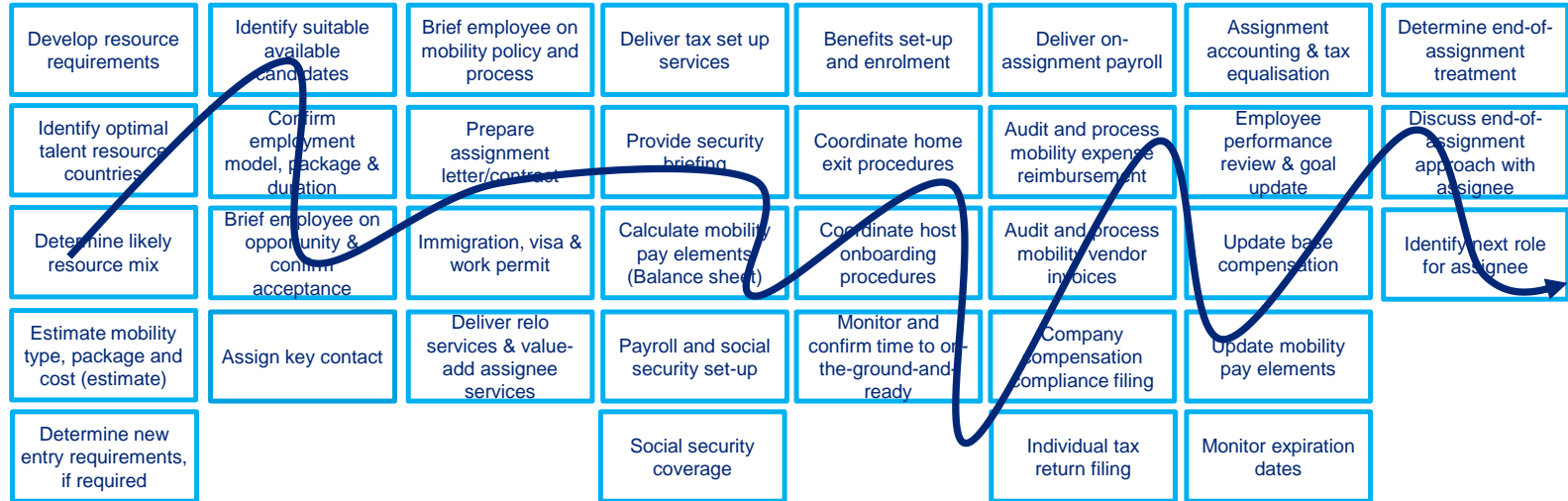
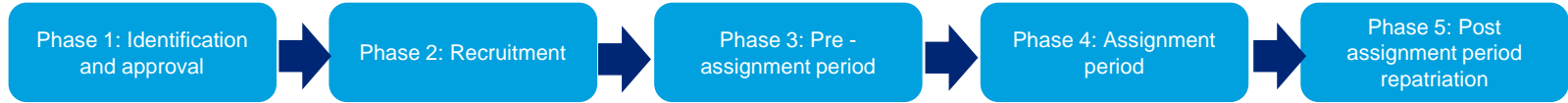
How do you know?

Companies can find it challenging to understand assignee experience as it is based on individual circumstances. Typical measures of assignee experience tend to be post-event which can be easy to measure but difficult to change or influence – these are known as **lagging indicators**. In order to proactively drive an enhancement to the assignee experience, **leading indicators** should also be used.

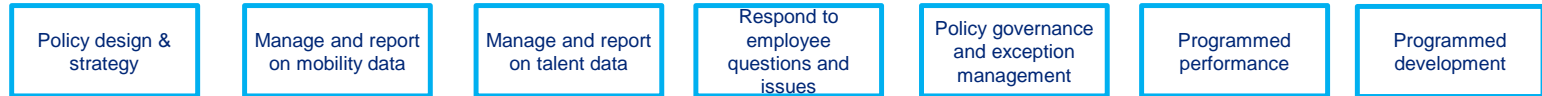


Investigating root causes

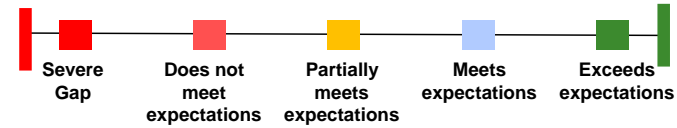
Lifecycle



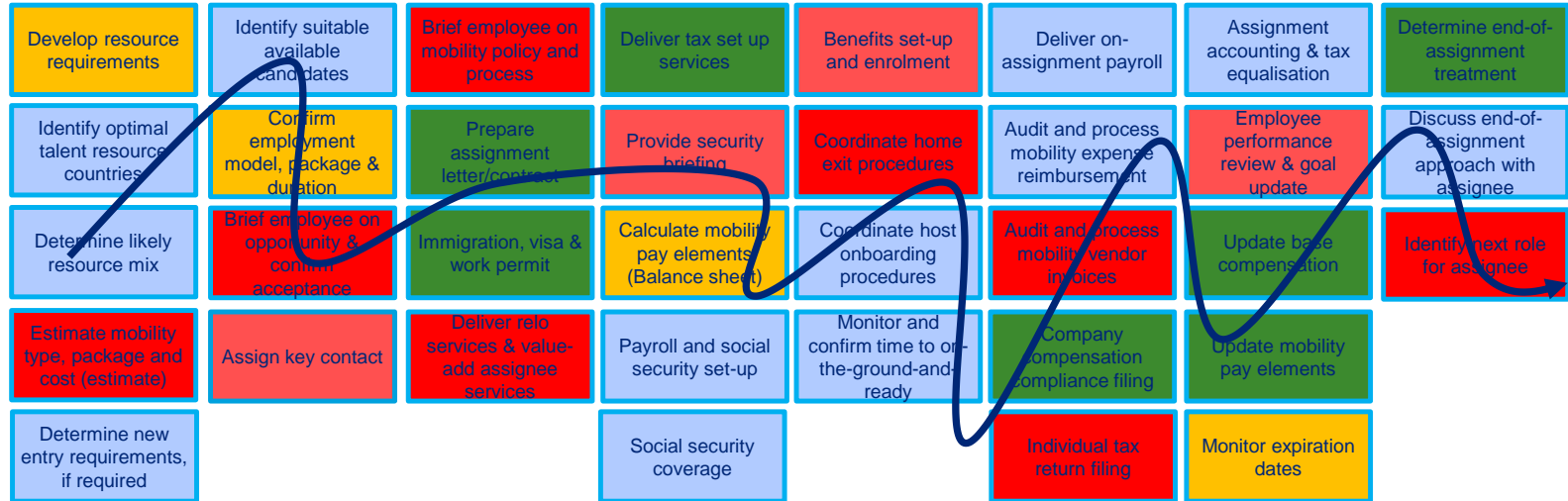
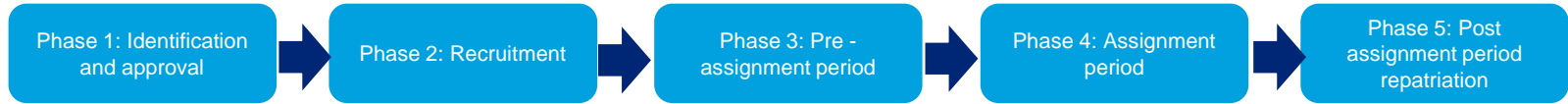
Ongoing



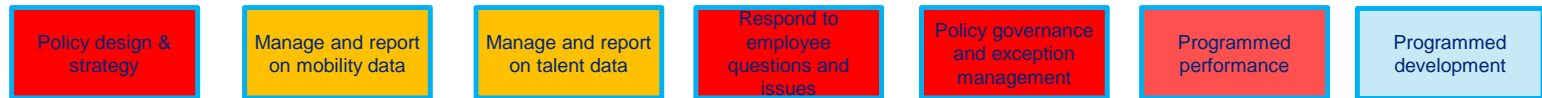
Fine tuning to improve experience



Lifecycle

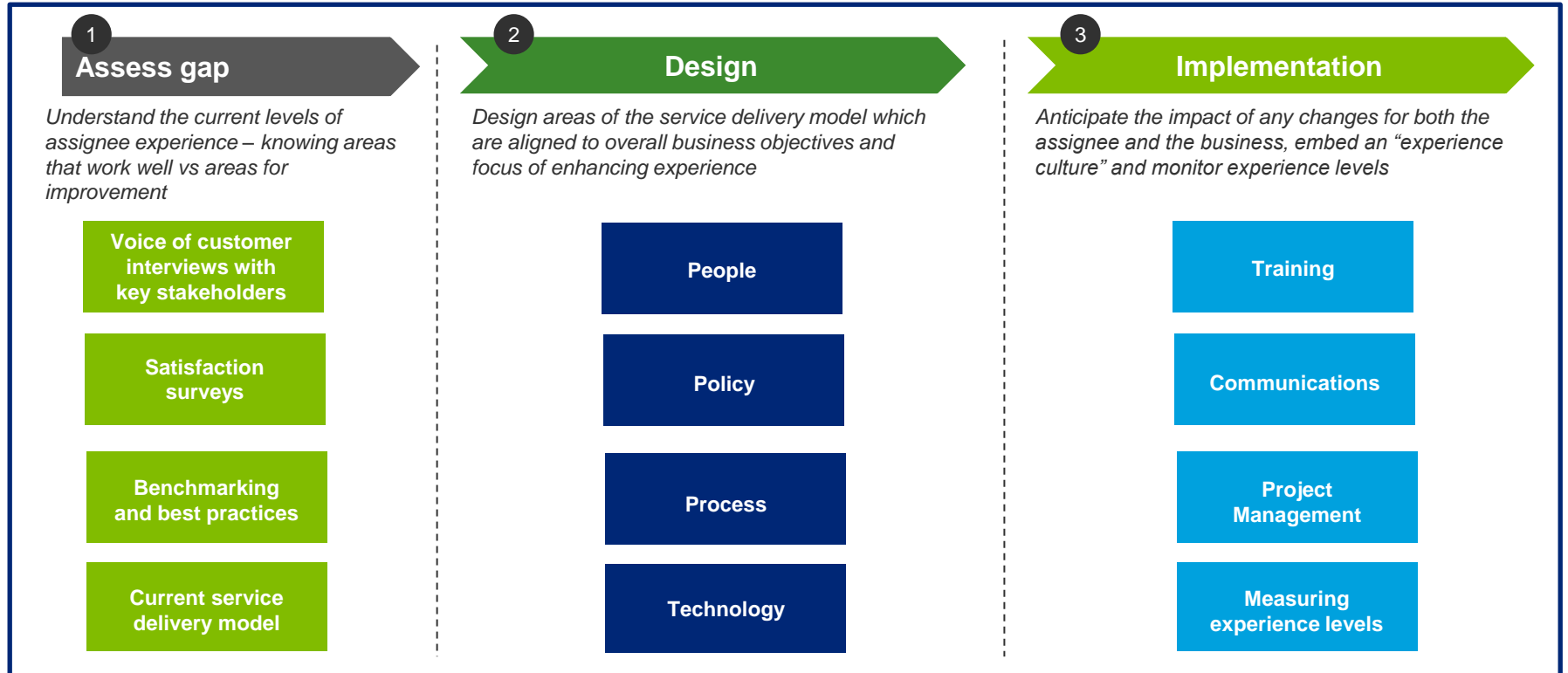


Ongoing



Approach for assignee experience enhancement initiatives

Where a company is looking to enhance the assignee's experience, we would recommend that the enhancement process is split into 3 phases as outlined below.



Best practice in enhancing engagement

	Process	Technology	People	Structure	Policy
Pre-Assignment	Ensure all employees know the criteria for assignment selection	Build assignee technology allowing them to feel connected to both home and host offices	Using a more consultative approach involve assignee and family in briefings	Appropriate strategy to support mobility and business objectives	Introduce pre-assignment visits for assignee and family
On Assignment	Ensure assignee has appropriate level of communication from a single contact	Keep assignees connected through social media to their home office	Assign career mentors in home and host locations	Proactive HR interviews with high potential or critical workforce assignees while on assignment	Mandate language training for assignee and all family member
Post Assignment	Alert and prepare the assignee for repatriation in advance, including career planning	Using data analytics, identify the successes and failures on each assignment	Involve Local HR and HRBP's in repatriation career planning	Help assignee understand their potential post-assignment roles	Undergo assignee feedback forms after assignment and update policy to reflect best practice



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