Refocusing on enhancing the employee experience

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Refocusing on enhancing the employee experience

- 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

Future of HR

As the developed world moves out of recession highly skilled talent and the best performers will start to exert control in the talent debate.

TOP 5 TRENDS 2014

- Reskilling
- Retention
- Globalise & localise
- Leadership
- Talent analytics

High impact HR
Talent acquisition
Integrated capability development
Facilitated talent mobility
Performance management is dead
Redefine engagement
Simplify technology
Talent analytics
Assignment priorities by stakeholder

1. Assignee
   1. Career progression
   2. Family support
   3. Distance from support network
   4. Remuneration

2. Business Executives
   1. Cost of assignment
   2. Potential return on investment
   3. Cost optimisation
   4. Finding replacements in home location

3. Global Mobility Team
   1. Ease of immigration and compliance requirements
   2. Finding the right talent
   3. Policy and process
   4. Ease of assignee transition

Assignee Influencers
- Partner
- Children
- Other family
- Friends

Business Influencers
- Finance
- Legal
- Global HR
- Payroll

Mobility Influencers
- Finance
- Payroll
- Global HR
The disconnect – Thinking vs Feeling

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 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.

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.
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
- Language/Cultural training
- Host country buddy
- Career counsellor
- Integration training on repatriation
- Obtaining global experience

**Neutral experience**
- Company car
- Shipping of goods
- Provision of laptop
- Introductions to the host team on arrival
- Administration support
- Relationship with manager
- Company car
- Security in host location
- Interaction with subordinates
- Training
- Good working conditions
- Salary
- Annual bonus
- Tax compliance support
- Efficient visa process

**Potential to lead to dissatisfaction**
- Security in host location
- Interaction with subordinates
- Training
- Good working conditions
- Efficient visa process
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.

### Measuring the assignee experience

<table>
<thead>
<tr>
<th>Lagging indicators</th>
<th>Leading indicators</th>
</tr>
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<tbody>
<tr>
<td>Assignee satisfaction surveys carried out at the end of assignment</td>
<td>Shorter ‘pulse’ assignee satisfaction surveys carried out more frequently</td>
</tr>
<tr>
<td>Formal feedback received from the assignee via repatriation briefing</td>
<td>Informal feedback obtained from the assignee via regular contact at one, three, six and twelve month stages</td>
</tr>
<tr>
<td>Feedback about the assignee obtained at the end of assignment</td>
<td>More inclusive and qualitative discussions with the assignee and his / her supervisor</td>
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<tr>
<td>Attrition rates</td>
<td>Discussion related to what legacy is being left behind and what experiences are being carried forward</td>
</tr>
<tr>
<td>Uptake of second or additional assignments</td>
<td>Understanding assignee (and spouse) objectives and priorities during pre-assignment briefing</td>
</tr>
</tbody>
</table>
Investigating root causes

**Lifecycle**

1. **Phase 1: Identification and approval**
   - Develop resource requirements
   - Identify suitable available candidates
   - Brief employee on mobility policy and process
   - Deliver tax set up services
   - Deliver on-assignment payroll
   - Determine new entry requirements, if required

2. **Phase 2: Recruitment**
   - Identify optimal talent resource countries
   - Confirm employment model, package & duration
   - Prepare assignment letter/contract
   - Provide security briefing
   - Coordinate home exit procedures
   - Audit and process mobility expense reimbursement
   - Discuss end-of-assignment approach with assignee

3. **Phase 3: Pre-assignment period**
   - Determine likely resource mix
   - Brief employee on opportunity & confirm acceptance
   - Immigration, visa & work permit
   - Calculate mobility pay elements (Balance sheet)
   - Coordinate host onboarding procedures
   - Audit and process mobility vendor invoices
   - Update base compensation

4. **Phase 4: Assignment period**
   - Estimate mobility type, package and cost (estimate)
   - Assign key contact
   - Deliver relo services & value-add assignee services
   - Payroll and social security set-up
   - Monitor and confirm time to on-the-ground-and-ready
   - Company compensation compliance filing
   - Individual tax return filing
   - Payroll and social security set-up

5. **Phase 5: Post assignment period repatriation**
   - Deliver tax set up services
   - Benefits set-up and enrolment
   - Deliver on-assignment payroll
   - Assignment accounting & tax equalisation
   - Update mobility pay elements

**Ongoing**

- Policy design & strategy
- Manage and report on mobility data
- Manage and report on talent data
- Respond to employee questions and issues
- Policy governance and exception management
- Programmed performance
- Programmed development

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Fine tuning to improve experience

Phase 1: Identification and approval
- Develop resource requirements
- Identify optimal talent resource countries
- Determine likely resource mix
- Estimate mobility type, package and cost (estimate)
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Phase 2: Recruitment
- Identify suitable available candidates
- Confirm employment model, package & duration
- Brief employee on opportunity & contract acceptance
- Assign key contact

Phase 3: Pre-assignment period
- Brief employee on mobility policy and process
- Prepare assignment letter/content
- Immigration, visa & work permit
- Payroll and social security set-up
- Social security coverage

Phase 4: Assignment period
- Deliver tax set up services
- Benefits set-up and enrolment
- Calculate mobility pay elements (Balance sheet)
- Monitor and confirm time to on-the-ground-and-ready

Phase 5: Post-assignment period repatriation
- Deliver on-assignment payroll
- Assignment accounting & tax equalisation
- Audit and process mobility expense reimbursement
- Audit and process mobility vendor invoices
- Individual tax return filing
- Company compensation compliance filing
- Monitor expiration dates

Ongoing
- Policy design & strategy
- Manage and report on mobility data
- Manage and report on talent data
- Respond to employee questions and issues
- Policy governance and exception management
- Programmed performance
- Programmed development

Severe Gap: Does not meet expectations
Partially meets expectations
Meets expectations
Exceeds expectations
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.

1. **Assess gap**
   - Understand the current levels of assignee experience – knowing areas that work well vs areas for improvement
   - Voice of customer interviews with key stakeholders
   - Satisfaction surveys
   - Benchmarking and best practices
   - Current service delivery model

2. **Design**
   - Design areas of the service delivery model which are aligned to overall business objectives and focus of enhancing experience
   - People
   - Policy
   - Process
   - Technology

3. **Implementation**
   - Anticipate the impact of any changes for both the assignee and the business, embed an “experience culture” and monitor experience levels
   - Training
   - Communications
   - Project Management
   - Measuring experience levels
# Best practice in enhancing engagement

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