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Talent mobility technology:

Implementing a winning strategy

The landscape

The impact of technology on work and workers is multifaceted and complex. When you add today's rapidly evolving talent mobility landscape to the mix, that complexity increases.

With increased compliance complexity, cost pressures, a growing reliance on internal talent to fill critical skill needs and more demand from the business, many talent mobility teams can no longer depend on manual processes and service vendor technologies alone to manage their domestic and global workforce programs.

Companies may need to enable agile mobility technology to be compliant and create a user experience that integrates with existing HRIS and ERP systems. Newly emerging worker categories falling under the remit of talent mobility—such as virtual, business travelers, gig and even internal career mobility—can create increased reporting, tracking and process requirements that cannot always be managed by manual or standard technology solutions companies have previously relied upon.

As technology has evolved rapidly in recent years, with generative AI being the latest revolution, many organizations are reimagining what their domestic and global workforce programs and teams could achieve by leveraging technology:

The possibilities

- Free up team time to work more effectively and provide proactive, consultative advice to the business.

- Leverage data insights and reporting to elevate the role of talent mobility and get embedded early in talent and location strategy decisions.

- Scale up to manage program expansion and diverse worker profiles (remote/hybrid workers, return to office, business travelers, commuters, internal career mobility, gig workers, etc.), while meeting compliance and employee experience expectations.

- Drive efficiencies and automation while creating a seamless, consumer-grade experience. Without technology integration and a single source of truth (via technology connectivity or ERP system, for example), there is a potential for multiple entries, inefficiencies, inaccurate data, and poor user experience.

- Optimize operating model by finding opportunities to streamline processes and to replace internal or vendor services with automation; and

- Evaluate, invest, and optimize technology solutions at a time where change and innovation are expected by your organization and your customers.

How Deloitte can help:

To address these challenges, a well-executed and renewed technology strategy is essential to empower a dynamic workforce, both domestically and globablly. Our goal is to provide a robust framework and an experienced team to help organizations analyze technology solutions to manage their workforce and formulate and execute a successful technology strategy.

Below is the methodology we use when helping companies assess, strategize, implement and continuously improve their domestic and global workforce technology needs. Through an analysis of diverse scenarios, supported by examples, our technology framework is a helpful guide for organizations to tackle areas such as technology connectivity, data transparency and accuracy, cost and workforce optimization and stakeholder alignment.

Technology strategy development framework

Technology solution framework

Deloitte's framework can help align your global workforce needs with a thoughtful, flexible and sustainable technology solutions
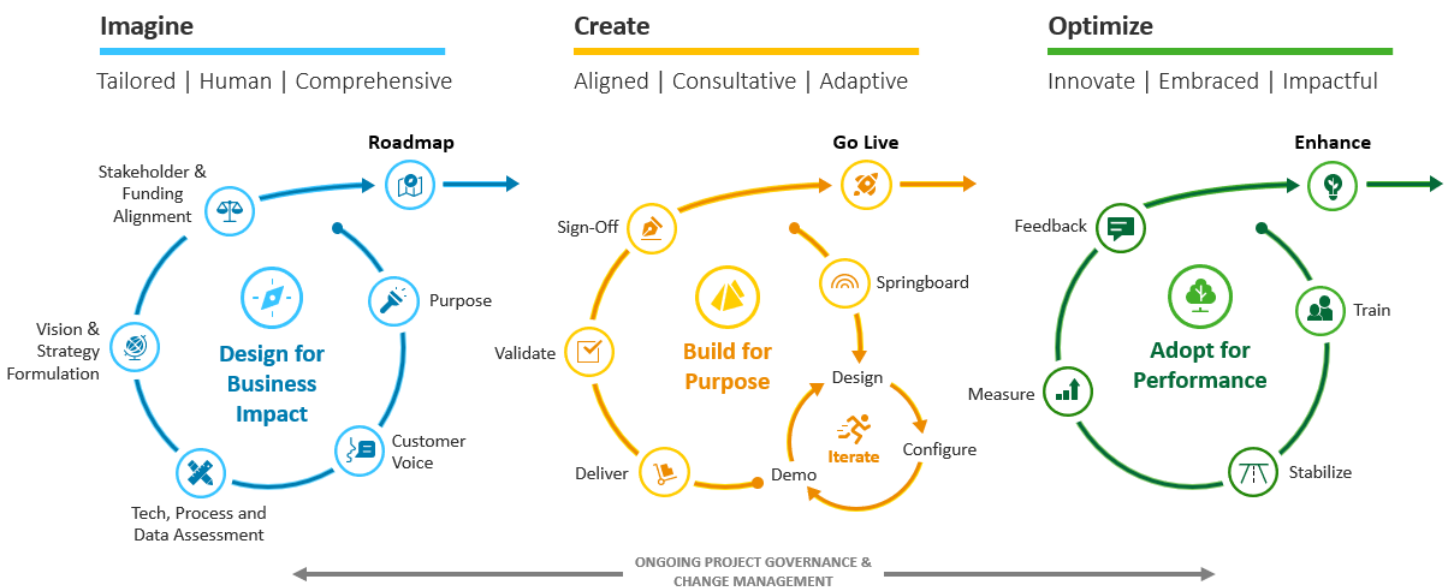
The solution framework starts with an IMAGINE phase. A **technology needs assessment** hones in on the technology approach that is in close alignment with your organizational business and talent strategic priorities. Depending on the assessment results, this may expand to developing a robust talent mobility **technology strategy** for managing a mobile workforce. Once stakeholder alignments are gained on the technology strategy, organizations are ready to CREATE and bring the strategy to life, which starts with business process optimization and detailed requirements. In today's fast evolving technology landscape, implementation is typically not "one and done," and will require ongoing monitoring to OPTIMIZE to sustain performance. Talent mobility technology solutions should follow a thoughtful, scalable, and sustainable approach.

In addition to the framework above, also consider the following leading practices when implementing a new, enhanced or updated technology solution:

1. Remember that the technology is not necessarily the end goal. The technology is often an enabler of your business principles and objectives. Evaluate what you want to achieve as a business such as cost savings, better controls, improved management reporting and analytics, or higher touch employee experience and align your technology strategy to those goals.

2. Take a holistic approach that evaluates and considers people, processes, and technology to optimize technology spend. 1) Start with human centric design with a focus on people experience, 2) followed by process design with an eye towards automation, efficiency, and system integration, 3) thoroughly assess internal and external technology solutions and capabilities to build a thoughtful business case and roadmap to gain stakeholder and funding alignment.

3. Establish a cross-functional team for early alignment with strong leadership sponsorship to drive technology implementation and adoption. The cross functional team should include any stakeholders who will be using or are impacted by the technology change. For example, business units, HR, IT, Payroll, Tax etc. These important stakeholders can assist with understanding and defining objectives, broader organizational technology initiatives, buy-in / program and technology adoption and seeking guidance and support on securing budget and developing any business case.

4. Emphasize the importance of stakeholder engagement, change management, training, and effective communication to support user adoption.

5. Establish measurable, relevant, and predefined key performance indicators (KPIs) to validate that outcomes of business impact are tracked.

We believe talent mobility technology is a "must have" in today's global talent mobilization world and there isn't one solution that fits all. There is a spectrum of program size, complexity, needs and resource availability. We have highlighted three scenarios ranging across the spectrum which follow our framework on how to optimize technology depending on budget constraints and business objectives and provided case studies for each.

1. **Optimize talent mobility technology & processes to meet current needs, while keeping costs low:** the focus is on finding cost-effective solutions within existing resources and constraints. The scenario may involve examining current technology systems / platforms, manual processes, and exploring affordable technology options to address specific objectives or pain points within the organization's global talent workforce.

2. **Moderate budget and resources scenario:** the focus is on improving efficiency and streamlining processes by assessing and implementing effective comprehensive technology solutions. This could include adopting end-to-end global mobility software, integrating systems, automating workflows, and enhancing data management and reporting capabilities.

3. **Ready to transform!:** fully committed to transforming talent mobility and embracing cutting-edge technology. There are ample resources and willingness across the organization to drive innovation and revolutionize the way global talent mobility is managed. Your organization has digital DNA embedded and willing to experiment and adopt advanced technologies such as generative AI, machine learning and predictive analytics to optimize talent and skills matching, automate compliance, enhance user experience and gain valuable insights for strategic decision making.

Scenario 1:
Optimize talent mobility processes to meet current needs, while keeping costs low

Example business challenges: Manual and disparate processes with no technologies to support the talent mobilization workforce can create inefficiencies, delays, inaccuracies, and poor employee experience.

What could be done: Conduct customer interviews and engage cross-functional teams; analyze current state, gaps and opportunities; design future state leveraging existing technology and resources; assess and integrate ERP system to achieve efficiencies and automation (e.g. automate initiation & services forms; merge documents to create relocation packages); redesign relevant process and conduct appropriate training for impacted stakeholders; track and report on improvements both qualitatively and quantitatively for visibility and future improvements.

What are the potential benefits: Achieve a high level of automation and time savings in a relative short timeframe (e.g. 12-week sprint) while limiting outside spend with vendor; elevate talent mobility brand within the organization by engaging leadership and stakeholders; reporting out on value and return on investment resulted in recognition of the value of talent mobility and leadership's continued support on talent mobility initiatives.
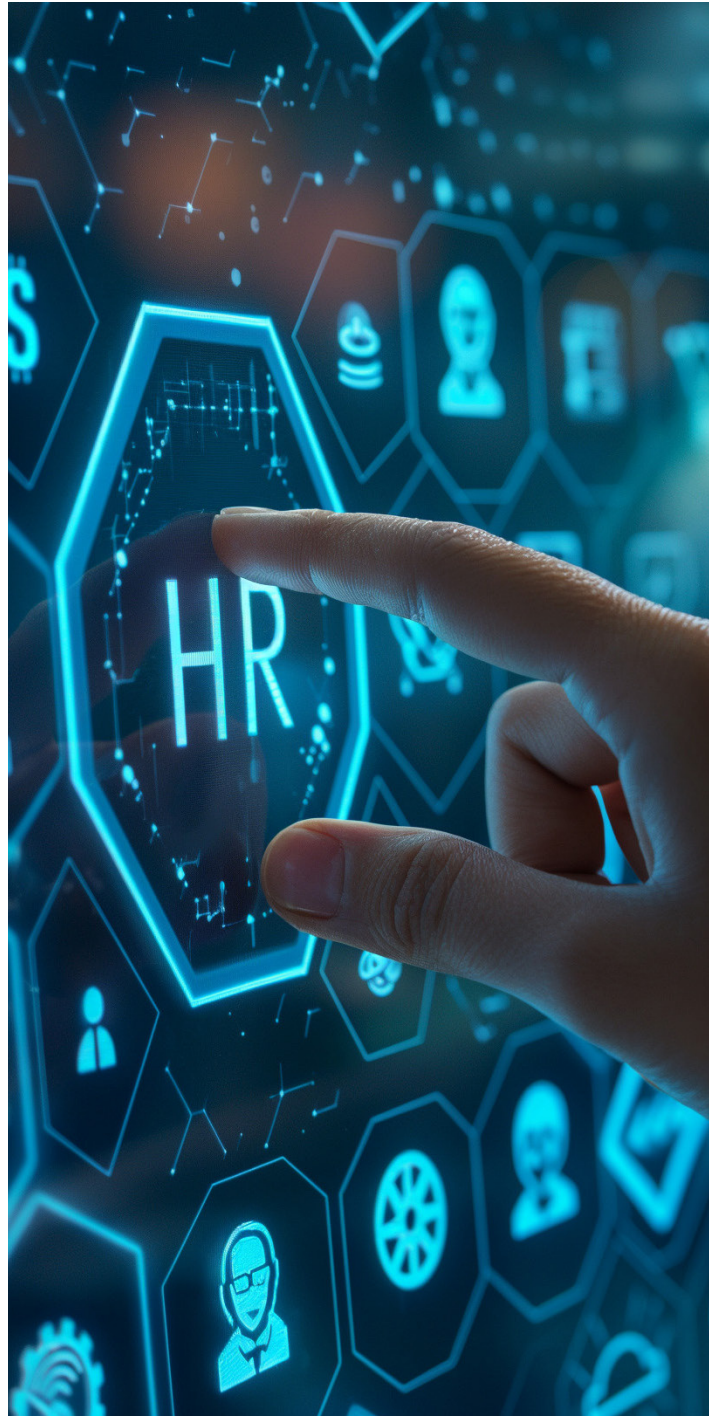
Scenario 2:
Strategically planning for the future with moderate budget available

Example business needs: Delays in talent deployment across regions and unsatisfied employees and business due to lack of systems/process coordination across both domestic and global regions for Talent Mobility's internal and external stakeholders. Additionally, significant future growth in global mobile workforce volume coupled with the increasing demands in meeting compliance, speed to deployment and leadership reporting needs, all are demanding a new way of delivering service.

What could be done: Conduct technology needs assessment and engage various stakeholders from leadership, HR, IT, Payroll, Tax and Businesses across the regions. Develop a robust technology roadmap and business case including a thorough strategic analysis on the technology landscape (internal vs. external tech solutions, inhouse build vs. off the shelf purchase or license). Secure alignment, support, and funding via close collaboration with cross-functional stakeholders. Implement the chosen technology to create an integrated technology ecosystem within project timeline and budget. Implementation can be done in a phased approach to ease the burden and time commitment of the team and allow certain functionalities to be used sooner. Incorporate heavy emphasis on process redesign, change and communication and training for user adoption and leadership endorsement.

What are the potential benefits: Reimagine the talent mobility program with a new emphasis on digital transformation for significant improvement across the organization's top three priorities: efficiency, data accuracy / analytics and scalability.

Scenario 3:
Talent mobility digital transformation ready and able!

Example business needs: Addressing an ever-growing set of organizational demands centered around cost optimization, operational efficiency, rapid deployment and enhancing reporting and analytics capabilities, while managing a large global mobile workforce

What could be done: Engage an independent advisor to conduct "voice of the customer" and technology vendor assessment for unbiased viewpoints. Forge strategic partnership with vendors and build analytics tool to 1) customize mobile employee benefit packages to effectively meet individual needs while keeping the cost down and 2) explore both internal and external talent marketplaces to match talent with evolving business requirements. Additionally, the Talent Mobility team can participate in the organization-wide team, tasked with the exploration of cutting-edge technologies, including AI in talent management, for piloting solutions and facilitating cross-functional partnerships to scale technology

implementations. Finally, well-established technology Key Performance Indicators (KPIs) can be established as part of tracking and regular strategic reviews, maintaining an elevated level of leadership engagement throughout the process for continuing enhancements.

What are the potential benefits: Foster a culture and process that fully support implementation and continuous enhancements of existing technology stack and innovative new technology within the organization. Leverage vendor expertise and market leading practices, so the Talent Mobility team is able to leverage a robust analytics platform to meet organizational business and talent objectives.

Companies that embrace and invest in renewing their technology strategy may be able to evolve their Talent Mobilization programs to support their overall organizational objectives / strategy and make lasting, positive human impacts.

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