



Talent Mobility through a Different Lens

> A Report on Global and Regional
Topics Explored at the 2018
Global Mobility Summit

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On 21 September 2018,

Over 50 professionals responsible for their organisations' Talent Mobility in the Asia Pacific (APAC) region convened at the Marina Mandarin in Singapore for the annual insideMOBILITY® Global Mobility Summit.

In a series of workshops throughout the day, participants explored Mobility at both a high level (e.g., developing strategies to support various stakeholders) and the programmatic level (e.g., designing an effective Core-Flex programme).

In this report we'll present areas of consensus on these topics as well as the most innovative and thought-provoking input shared that day. We'll also present key findings from polls* we conducted during the meeting.

About insideMOBILITY

The insideMOBILITY platform, presented by Graebel, features global events and forums designed to help people from Global Mobility, Human Resources, Compensation & Benefits and Reward optimise the services and value they provide their organisations. In these events, Mobility professionals and others in the industry meet with their peers, share ideas and connect with other industry experts.

*Survey results throughout this report are from polls conducted on a mobile app during the Summit. Results were rounded and, therefore, percentages may not add up to 100%.

Summit Theme

Graebel CEO and Chairman of the Board Bill Graebel welcomed the participants and set the stage for the day's discussions and workshops – all aligned around the theme of transcending the transactional side of Mobility. As Bill pointed out, Mobility can add strategic value to nearly any business function. Mobility leaders should embrace this new role and these tremendous opportunities to support their organisations.

Since Mobility can have a seat at the table, attendees spent the day learning how to build a solid foundation and plan that can help make that happen.



Who was there?

Fifty-five Mobility insiders representing 43 companies attended the Summit. It was a senior-level group – more than one-third held the titles of Director or VP/Head; 92 percent had four or more years of experience in Mobility.

This group's eagerness to move their Mobility programmes from tactical to value-added and strategic was very evident in their answers to a series of poll questions posed early in the day on the Summit's insideMOBILITY app.

The expanding focus of Mobility

	Where do you and your team spend most of your time?	Where do you and your team <u>want</u> to spend most of your time?
Executing Mobility transactions (e.g., data entry, hiring/payroll transactions, case management entry)	32%	2%
Running or analysing data and/or Mobility-related reporting	9%	16%
Resolving service issues, exceptions and escalations	57%	2%
Setting goals, developing stakeholder relationships and planning for the future of your programme	9%	80%

Mobility's Footprint is Growing

The discussions in Singapore regarding an expanded role for Mobility echoed what we've been hearing around the globe at other regional Summits. Mobility teams in the Asia Pacific region are prepared to support their organisations in at least five broad areas:

- 1 **Talent** – Developing and managing human resources
- 2 **Strategy** – Ensuring overall organisational success
- 3 **Transactions** – Moving people from point A to point B
- 4 **Analysis** – Providing data-driven insight related to budgets and people
- 5 **Responsiveness** – Serving as a reliable and trusted source of knowledge

While it's clear that the Mobility's role is expanding, evaluating if you have the right Mobility Model for your organisation — or validating your current model – might be a task to add to your “to-do” list. We suggest you read: [Building Your Company's Mobility Model](#).



Trending Initiatives on the Rise



Does your Mobility programme play a role in formal Workforce Planning initiatives?

55%
Yes

45%
No



Does your Mobility programme have a defined role in your company to help select talent for relocations and assignments?

35%
Yes

65%
No



Do you currently have a programme that relocates professional gig workers?

10%
Yes

90%
No

The Stakeholder Analysis Process

One important step in shifting to a more strategic Mobility programme is to understand how departments and functional areas in the organisation have an influence and/or a shared interest in your activities.

Participants separated into teams and their first task was to identify all possible internal and external stakeholders. Following that, they sorted the stakeholders according to their impact on the Mobility programme and the impact the Mobility programme has on them. This was done graphically, plotting the stakeholders along two axes reflecting influence (power) and interest.

This exercise was designed to help people focus on the mission of their Mobility programme, while the graph they created in the session serves as a daily reminder of where that focus and attention should and shouldn't be.

During the workshop, attendees conducted an analysis of their key stakeholders and identified:

Potential conflicts or risks that could jeopardise the programme's goals

Opportunities, including relationships that can be deepened

Potential champions who can attest to the value of the programme

Which of these strategic *internal* stakeholders do you work with regularly?

38%
Senior HR
Leadership

33%
Business Unit
Leaders

22%
Staffing/
Recruiting

18%
Talent
Management

15%
Risk/Compliance
Review

7%
CEO

[Respondents could select more than one]

Determining the Return on Mobility

The high-level focus on stakeholders was apparent in most of the Summit's sessions, including the two Return on Mobility workshops. In these discussions, participants went beyond identifying internal stakeholders and began the process of determining how Mobility can document the value they provide each stakeholder. Here are some of the primary takeaways from these sessions:

- It's important to be specific about the purpose and/or goal of an assignment in order to measure the achievement
- In today's tight labor market, especially with certain highly skilled positions, employee retention throughout and after an assignment is one of the most important measures of "return"
- Related to the challenge of retention, one participant reminded the group to evaluate whether an employee has met their own personal-professional goals in the course of an assignment

To learn about a new way to approach measuring Mobility's return, initiate the step for more information: [Graebel Mobility PathBuilderSM Return on Mobility](#).

Do you believe your internal stakeholders are expecting you to deliver a return on investment for your company?

71%
Yes

29%
No



The Benefits of Core-Flex Policies

Core-Flex Mobility benefit programmes can support the goals and interests of stakeholders throughout the organisation – such as Finance and the relocated employees themselves. These programmes combine employee choices with basic plan benefits in ways that can improve employee satisfaction while minimising overall costs.

Many of the attendees indicated their organisations were shifting toward Core-Flex, often in conjunction with one-way moves. During discussions about how to designate core and flex benefits, attendees mentioned some challenges they've encountered and best practices discovered:

- Since the culture of the host country should help determine the core and flex elements in a package, regional offices may be in a better position to manage a Core-Flex programme
- Make sure Core-Flex isn't viewed within the organisation and by assignees as Mobility "abdicating its role" related to Duty of Care
- Ensure recruiters understand the organisation's Core-Flex system and processes



The Benefits of Core-Flex Policies

[continued]

Attendees discussed the administration and tactical nuances of a Core-Flex programme in detail:

- Compulsory/legal matters should be core benefits – immigration, visa, tax preparation/filing, healthcare and insurance, for example
- Some organisations use lump sum payments as a core benefit
- Certain benefits are the “right thing to do” and thus should be treated as core – child education, Cost of Living Adjustments (COLAs), housing, transportation and matters related to safety, for example
- Some flex items can be used as performance incentives, such as home leave
- A few participants made a strong case for including pet care and pet transportation as a core benefit

For more on the topic of Core-Flex, refer to: [Guide to Designing a Successful Core-Flex Programme](#)



What are your three main reasons for using a Core-Flex policy?

31%
Employee
Demand

28%
Minimise
Use of
Exceptions

24%
Cost
Savings

23%
Global/Regional
Conditions

9%
Ease of
Administration

9%
Other

Taking on Strategic Initiatives

Historically, Mobility has fundamentally been a function of people and places. With today's increasingly global economy and a more dynamic and diverse mobile workforce, Mobility's insights into how an organisation can best link people and places to create institutional value is more important than ever.

In the conversations and discussions in Singapore, there was enthusiasm about these new opportunities within the Mobility profession. The mission moving forward, of course, is to continue to channel that enthusiasm into constructive action.

The industry insiders at the Summit are well on their way to making a strategic impact in their organisations, as evidenced by their responses to this high-level, future-focused question:

In the next 12 months, what areas of your Mobility programme would you most like to improve?



26%
Programme
Strategy

21%
Return on
Mobility (ROI)

18%
Employee
Satisfaction

18%
Policies

16%
Stakeholder
Alignment



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Here's to the
world ahead.SM

Thanks to the Mobility professionals who participated in the 2018 insideMOBILITY Summit in Singapore! Join us again in 2019 and encourage your team members and colleagues from around the world to participate in the Americas and EMEA Summits.

Upcoming insideMOBILITY Sessions: Miami 19-21 February 2019 | Geneva 14-15 May 2019 | Singapore September 2019 (Date TBD)

Contact your Graebel Representative for more information.