

Global Mobility of the Future: Smart, Agile, Flawless and Efficient

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Executive
Summary



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The RES Forum Annual Report 2018

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This is an introduction to the RES Forum Annual Report 2018. To read the full report:

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Picture theme: Transportation

The images included in this year's RES Forum Annual Report take us on a shared journey around the globe. We hope you have an enjoyable trip!



Report introduction by **Andrea Piacentini**
Co-founder, The RES Forum

Introduction

I am delighted to be writing the introduction to the RES Forum Annual Report 2018, the fifth authored by Professor Michael F. Dickmann of Cranfield University.

This report continues to represent a truly unique piece of work in the Global Mobility (GM) space, since the RES Forum's agenda is created purely by focusing on the practices and interests of in-house Global Mobility HR practitioners. This is important because it means we at The RES Forum can push the HR mobility agenda every year with new ideas, new paradigms and new information which:

- ▶ helps HR Mobility practitioners do their jobs more effectively
- ▶ enables HR Mobility leaders to think differently around how they position their functions internally
- ▶ allows interested parties in the HR Mobility supply chain to understand their potential clients more effectively whilst also refining their own craft

Our report is not a covert marketing tool to sell you services, nor does it represent 'thought leadership' created by a consultant with only half of the answer so that you have to pay for the other half. We believe this to be a very important point of difference.

So what are the key talking points of this year's report? What have we learned and what can you learn from reading the report? I won't rehash Professor Dickmann's summary – that would be disingenuous. What I will share are my own views on the main themes identified by Professor Dickmann which resonate with me, namely, optimized programme management and employee experience.

As an observer, flawless delivery has always been the minimum expectation in HR (and therefore mobility) programme management, a 'zero-defects' model. A feature of this is that companies swing from insource to outsource HR models with some hybrid approaches often being a feature. A personal observation is that nobody, be it users of the HR service or HR themselves, seems truly happy that either model works, which in many ways perpetuates the in/out cycle.

2017 into 2018 has, in my opinion, seen the start of a paradigm shift in optimizing the effectiveness of programmes. I have observed the more consultative and forward thinking vendors and 3rd party suppliers 'up-hire' with the best mobility talent. This appears to be disrupting things in an interesting way:

1. The concept of one team formed of in-house and outsourced vendors is stronger than ever. This is great to see, but poses a real risk to those providers who don't understand this change and who may end up locked out forever.
2. Internal programme value, and articulating this value, is being driven up internally by the more capable and strategic external partners. Where in-house teams might have failed in the past in terms of articulating the mobility value proposition, the more progressive and strategic 3rd party partners have the insight to not just deliver excellent services but also deliver smart solutions through superior tools, data management and programme analytics. This is truly an exciting development.

The second theme I would like to consider is that of employee experience through the GM lens. Employee experience is the key HR idea of 2017 and 2018 – What does it feel like to interact with the company? How do I emotionally connect with the company? What things does the company do for me which in turn motivate me to do things for the company, driving up my engagement, commitment and productivity within the organization? This drive towards employee experience is born out of the very real experiences people have as customers with companies like Amazon or Google where the customer is truly at the centre of everything in all instances. Amazon states that, 'if our customers need to call customer services, we have failed'. What if colleagues saw their HR departments in the same way? And what could this mean for GM programmes? In too many instances, I hear companies talking about compliance, consistency and cost containment as the main reasons why a rigid assignment policy and framework is necessary. What if we saw Global Mobility as something people do to themselves rather than something done to them? Suddenly, how we structure packages could become quite different. What if an employee who self-elects to be internationally mobile requires some small package tweaks unique to their package to support their career aspirations but without a need for 'motherhood' to provide bells and whistles? I am thinking of the post Brexit UK employee who commutes to the Netherlands for 3 days a week. This is not impossible to manage, but some small support could go a long way in enabling this individual's career aspirations. Scenarios like this could be relatively low cost but are aligned more closely with employee needs and with the way in which employees engage with the company, potentially improving employee engagement... just imagine if we thought about Global Mobility in such a way?

Moving briefly beyond the 2018 annual report, in 2018 the broader RES Forum Research agenda continues to grow. The annual report which is our overarching view on the state of the [Global Mobility] nation now has some company, with our quarterly thought leading research programme with Leuphana University and Professor Benjamin Bader which covers key and critical themes within Global Mobility. Our themes for 2018 include: Technology & Datafication, Gender Discrimination, AI & HR. Look out for these exciting pieces of research.

And finally a few words about RES Forum's successes during 2017 and into 2018. We are now at the heady heights of 1,600+, members covering a wide global audience. This means the data we have and the spread of views is both more diverse but also more reflective of the Global Mobility industry, in traditional, mature and emerging markets. 2018 has also seen the launch of the RES Forum 'Learning Lab'. Our online curriculum supporting learning for professional level mobility practitioners in both in-house and vendor roles, culminating in the coveted RES Forum Accreditation. Email office@theresforum.com for more information on the Learning Lab.

All of the above would not be possible with the continued support of our members, our academics with whom we partner and our Technical Partners. And for that from all of the RES Forum team we say a huge THANKYOU!

Andrea Piacentini

Co-founder, The RES Forum



Executive Summary by Report Author **Professor Michael F. Dickmann**
*Professor of International HRM, Cranfield University,
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Executive Summary

Smart, Agile, Flawless and Efficient Global Mobility Work

Following the major developments of recent years, one can see unparalleled levels of disruptive change in the political, technological, legal, ecological and business environments. It is, therefore, no wonder that many people strive for a sense of meaning, belonging, safety and growth through their work. The RES Forum Annual Report 2018 charts the major trends in relation to Global Mobility (GM) and outlines how the GM function and GM professionals can successfully master the many challenges they are facing. Indeed, the report explores how GM departments can increase their reputation and success while preparing to tackle a dynamic future.

The RES Forum membership now comprises about 750 multinational corporations (MNCs). The members (and in some cases selected GM experts) have given their data and professional opinions in order to trace the key GM trends and their assessment of strengths and weaknesses, threats and opportunities in the world of GM. This report argues that SAFE GM allows MNCs to design, execute and refine successful GM strategies, structures, policies and practices. SAFE GM stands for **Smart** organizational development, **Agile** strategic advice that supports the business and HR strategies, **Flawless** programme management that is highly compliant and employee-oriented and **Efficient** GM people effectiveness work, that is developed based on an in-depth understanding of the motivational patterns and performance implications of assignees. SAFE GM will, in itself, be highly effective – understanding the real purpose of GM within the sphere of key organizational objectives will help to increase the value that the mobility function creates. In addition, enhancing the experience of assignees will also give purpose to their work and augment their engagement with their organization.

Smart Global Organizational Development

Successful GM work is not just smart in the sense of clever, it is also able to create specific, measurable, achievable, results-focused and time-bound objectives for global workers. The role of the global talent manager will grapple with some of the tensions that are often a challenge in developmental work. Organizations set up talent and career systems and paths that are geared to groups and yet, GM professionals will work with individuals who want a tailored solution in response to their goals and situations. Millennials (and to some extent earlier generations) are already pushing an individualization agenda quite hard. While the systems aspects always have the potential to display tensions with individualized talent management,

developing flexible approaches allows organizations to strive for agility that is becoming ever more important.

The value of smart global talent management lies in the focus on the intersection of organizational and individual interests. Constructing intelligent careers has shown to be valuable to individuals and organizations during and after an international assignment (IA). Where organizations engage assignees and their families, devise high quality and useful talent development and plan ahead for repatriation, they are experiencing higher retention figures and better performance. In addition, their expatriates feel more valued and satisfied with their work abroad.

Agile Global Mobility based on Strategic Advice

GM leaders need to develop agility to align and support their business and HR strategies, to develop value and to adapt quickly to changing organizational needs. Technological advances, automation, artificial intelligence and robotics, the need for new skill sets and dynamic operating models are all expressions of the rapid changes in the business environment. These developments make it necessary to find feasible ways to adapt to them and to harness the opportunities for the organization. Constantly changing requirements, which are already varying among different stakeholders, make it necessary to provide flexibility for assignments.

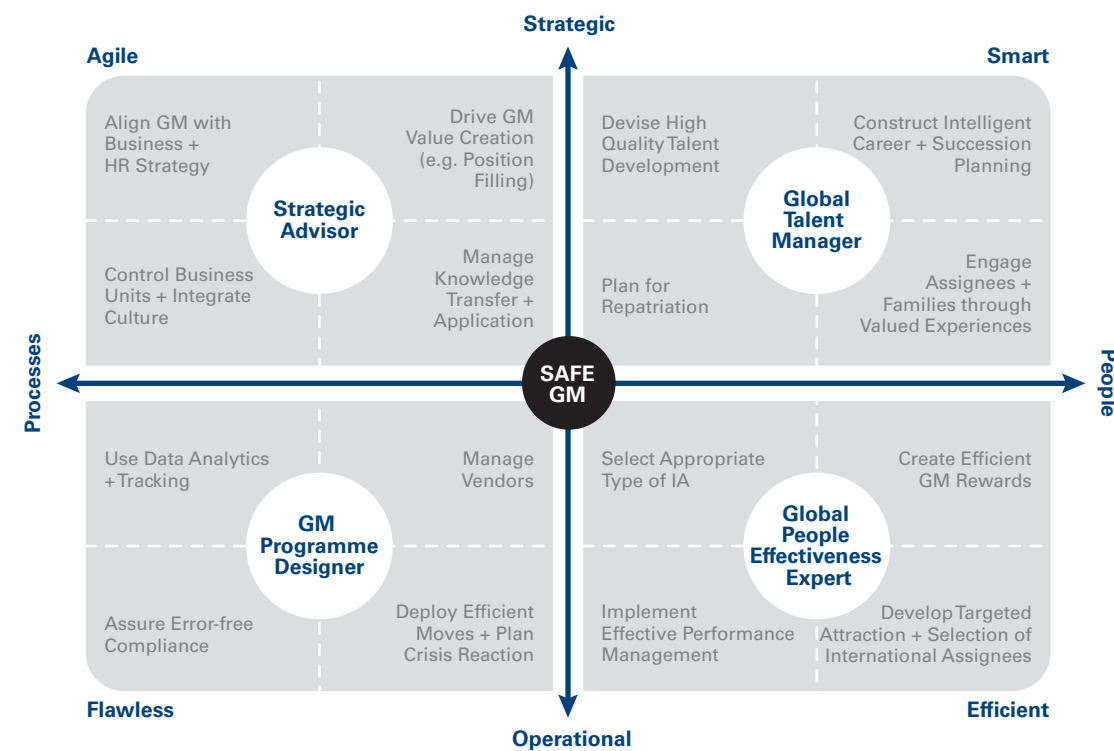
To successfully advance the agility and flexibility of international work in organizations, GM professionals need to fill the role of strategic advisor and to understand the manifold ramifications of their organization's strategy and the diverse GM avenues that could be pursued to realize their MNC's ambition. In practice, this means that GM professionals have to identify how mobility strategies underpin organization-wide strategies. In addition, GM departments need to develop policies that facilitate agility. This might mean, for instance, to develop 'core flex' approaches and to create flexible governance approaches that incorporate agility in relation to exception management.

Flawless GM Programme Design

Too much focus has been given in the past to compliance, while ignoring that it is basically a hygiene factor. Per definition, compliance cannot improve employee experience. Complying with local tax legislation, remaining in the home social security system as promised, obtaining a work permit, adhering to applicable labour laws and the existence of an emergency telephone number when needed, simply do not have the potential to make your assignees happy, whereas the absence of compliance bears the potential for a lot of unhappiness.

The value of high quality programme design lies predominantly in two areas. First, being 'flawless' in compliance is highly important because of the multiple risks that come with non-compliance. Second, successful tracking and data analytics, e.g. with respect to risk identification, vendor performance, security and crisis arrangement evaluation, satisfaction with removal companies, etc., is likely to give information that can improve the GM programme, reduce risks and increase assignee satisfaction. This may go some way to senior managers regarding the programme management role as more than simply operational.

Figure ES.1 SAFE Roles of GM: Purpose, Experience and Value



Efficient Global People Effectiveness Expert

Part of the individualization of the GM role is that of understanding the drivers of individuals within the organization who may want to work abroad. Developing an overview of these motivations allows MNCs to shape their branding of global careers, to refine selection and reward mechanisms to be able to identify the most suitable candidates and to design rewards (not necessarily monetary ones, these could also be job content, talent and career related) that are appealing.

The obvious value of being a people effectiveness expert is in relation to sending better suited assignees abroad who have the appropriate set of drivers for the objectives of the organization. In addition, this allows for the selection of a better matched assignment type whether that be short term, long term, business travel, cross-border commuting, etc. Having superior assignment planning that builds on the individualized candidate information may also lead to improved performance management in relation to the assignment objectives.

Figure ES.1 has charted the SAFE GM territory. It is clear that practicing SAFE international work approaches leads to much higher success and enhanced reputation for GM departments, but only if GM professionals manage to imbue purpose into their work, plan growth experiences into assignments and manage an individualization process of their relationship to globally mobile staff. Below, we outline the report chapters that explain SAFE GM work in detail.

Agile Global Mobility: Living the Purpose and Increasing Value

Chapter 1 concentrates on the dynamic pressures impacting on GM and suggests that agile mobility strategies, structures and policies enable MNCs to shape the future successfully. For this, GM departments need to move out of their comfort zones and out of their silo mentality. They urgently need to understand organizational and HR strategies and should engage intensively with the business. Based on these pressures, a new SAFE Global Mobility model was developed that depicts key roles and activities emphasizing the purpose and valuable experiences of GM.

Ten Recommendations for AGILE Global Mobility Work:

1. Understand the massive and rapid changes that define the world of Global Mobility. Technological advances, automation, artificial intelligence, new competitive pressures needing new capabilities and dynamic operating models create pressures for learning and paradigm shifts.
2. Smart Global Talent Management needs to create tangible results through the management of specific, measurable, achievable, results-focused and time-bound GM objectives. The value of smart mobility approaches lies in the intersection of organizational and assignee interests. This encourages an integration with intelligent career and succession planning.
3. Agile Global Mobility Configurations are constructed through strategic advisory. These need to be based on the corporate vision, business and other strategies and need to be scalable and flexible to react to dynamic competitive developments. In practice, GM professionals have to identify ways in which mobility can underpin organization-wide strategies.
4. Flawless Programme Leadership needs to create high quality compliance and vendor relationship management. Flawless programme management mitigates the multiple risks associated with non-compliance. Successful tracking of assignees and sophisticated data analytics can enable GM departments to analyse their activities and improve them even further while increasing client satisfaction.
5. Efficient Global People Effectiveness Approaches need to understand, attract, motivate and manage the performance of mobility candidates and assignees. This is enabled through the use of more developed global career branding, more sophisticated mobility selection approaches and instruments, as well as a conscious assignment objective setting and management process.
6. Seek the individualization of the GM relationship through smart global talent management and efficient global people effectiveness approaches. Given the need for superior data for the management of assignees, it can also be used to individualize where expatriates are sent, what form of assignment they go on and how they are managed.
7. Continue working towards enlarging the key roles of GM professionals. These roles are seen as important amongst RES Forum members. However, a third of all GM experts still perceive a gap in which roles they fill today and which they would like to fill tomorrow.
8. Improve and expand the work of the GM department. The roles of strategic advisor, GM programme designer (including the focus on due diligence), global talent manager and people effectiveness expert are still insufficiently covered and there are substantial gaps between what GM departments do at present and what roles they would like to undertake in the future.
9. Find the shared purpose of GM work. Beyond using the organizational interest, the purpose needs to incorporate the interests of assignees. This 'mutual purpose' is likely to motivate and energize global workers, resulting in better performance, retention and commitment.
10. Focus on assignee experience. Staff increasingly seek meaning in work and life and good assignee experiences should be valued by expatriates as they are likely to enrich their private and professional lives.

Agile Global Mobility

10 Short Recommendations

1. Understand GM Trends and Pressures
2. Design Smart Global Talent Management Interfaces
3. Construct Agile GM Configurations based on Business and HR strategies
4. Create Flawless Programme Leadership
5. Implement Efficient Global People Effectiveness Approaches
6. Individualize the GM Relationship
7. Expand the work of the GM department
8. Professionalize the various GM Roles
9. Seek the shared purpose of GM work between organizations and individuals
10. Focus on the assignee experience

MNCs are embedded in massive change and are undertaking substantial internal transformations. GM departments and professionals need to understand and shape these changes in order to live their four key roles. Adapting to the new paradigm developed in the table, 'Agile Global Mobility - 10 Short Recommendations', and through the SAFE GM approach, focusing on the purpose and employee experience of working abroad needs sensitive, sophisticated and agile GM approaches. The road to this is steep and challenging. This report hopes to add to the insights in how to effectively tackle these challenges in order to take advantage of the many opportunities of global work.

Smart Organizational Development

Chapter 2 argues that international organizational development and talent management should be supported by GM programmes that have specific, measurable, achievable, results-focused and time-bound objectives. In some sense, many of the GM work areas would benefit from these 'SMART' objectives. The section on organizational development explains the non-monetary HR effects of GM policies and practices on individual assignees. In order to have a clever, bright, intelligent, appropriate and able GM approach, we recommend that MNCs pursue SMART organizational development and talent management strategies and policies in the following sense:

Ten Recommendations for SMART Organizational Development:

1. Work actively on the MNC's employer brand to appeal to external global careerists. This could start with the management of public relations and social media efforts and be translated into the recruitment and selection of staff who are open to the global world and willing to engage in international work.
2. Augment the attractiveness of global work to internal staff. Most firms are struggling to find enough talented staff willing to go onto a global assignment. Showing that assignments 'work out' for expatriates, cross-border commuters and business travellers is highly important so that potential expatriation candidates are not frightened away.
3. Broaden the pre-assignment selection strategy. Using more varied data sources, including emotional intelligence, cultural agility, personality assessments, can increase selection quality and ultimately, GM success.
4. Plan assignment types, locations and durations in a way that assignees acquire the right competencies and build international networks that are useful in their future work. Already, MNCs use a large array of deployment strategies, including targeted approaches for localized employees and business travellers. The transfer of acquired knowledge and skills into the next position after return remains a challenge for many.
5. Devise career planning and progression systems that would allow successful assignees to have better career progression than the average, non-expatriated peer. It appears that firms are already often practicing this which will send a positive signal to potential expatriate candidates. These positive effects are seen to increase with seniority. Being able to bring them further down the hierarchy may increase the supply of GM candidates.
6. Measure the performance of global assignees, be they expatriates, cross-border commuters or business travellers, in relation to the key objectives of their work abroad. At times, these goals may be assignment specific, i.e. going beyond the normal work objectives, and these may need to be assessed by home and host units jointly.
7. Use GM to consciously engage the global workforce. This seems most important for Millennials but has also positive effects for other generations.
8. Plan the repatriation of assignees early. Business sponsors may be highly useful to arrange adequate jobs for repatriates. Long-range career planning (something that is not yet highly common for junior and middle management) is likely to be useful.
9. Develop a retention strategy. Retaining long term assignees during and after assignments is likely to be related to talent development, reward and career aspects (during and after international work) as

well as to good expectation management, flexibility of the employer and the job content in the home organization. Setting specific retention objectives, developing guided coaching of repatriates, providing business coaches and other interventions may be helpful.

10. Assess the effects and value of GM. A sophisticated return on investment assessment that captures the cost and (short and long term) benefits of international work and who reaps these benefits, is still relatively underdeveloped.

Smart Organizational Development

10 Short Recommendations

1. Shape the MNC's global employer brand
2. Increase the attractiveness of global work
3. Broaden and professionalize GM selection
4. Plan assignment types, locations and durations to fit individuals' careers
5. Design career systems that reward GM success
6. Link GM performance assessment to assignment objectives
7. Use GM to engage all mobile generations
8. Plan repatriation early
9. Implement focused retention approaches
10. Assess GM effects and understand GM value

Further recommendations are in relation to Chapters 3 and 4 in this annual report. The first would be to refine the GM reward strategy. This involves a range of activities such as distinguishing the broad array of types of international work, understanding the motivational drivers and goals of potential expatriates and adjusting monetary and non-monetary benefits to these insights. At times, an individualization of the GM contract may be an effect that can lead to a sort of GM 'cafeteria' approach. The second would be to create a programme management approach that is flexible, yet strives for perfection. Tracking internationally mobile staff in order to avoid compliance problems and supporting expatriates in their various needs will be important (see chapter on programme management). Clearly, GM work is highly complex and interrelated and spans many business and HR functions. We urge readers to assess whether the whole of their interrelated GM work can be characterized as 'smart' and if not, whether it can be improved by using a holistic, results-oriented perspective.

Flawless Programme Management

Chapter 3 argues that in a world that is volatile, uncertain, complex and ambiguous the legal and regulatory context is permanently shifting and that hostile environments and market movements need a strong ability of GM departments and their policies and practices to shift, flex and adapt. Hence, complete error-free and optimal GM approaches are not possible. Nevertheless, organizations strive to improve their GM approaches. Flawless GM programme management has at its core, high quality compliance, programme design and service provider relations that would benefit from the setting of specific and measurable objectives. The challenges identified in this chapter and the implicit learning points lead us to suggest that for many companies certain activities and approaches would be useful in optimizing their programme management. These are described in the following ten recommendations.

Ten Recommendations for FLAWLESS GM Programme Management:

1. Strengthen the position and 'clout' of GM departments in order to have suitable and sufficient decision-making power in relation to negotiations and contracting with outsourcing providers, assignees and line managers.
2. Strengthen in-house service provision where appropriate. This can improve service levels and service speeds, flexibility and often provides a superior personal touch. In addition, this may support the strategic positioning of the GM department.
3. Strengthen the outsourcing vendor selection process to take account of the organization's key interests. Overall, these include the need to access up-to-date local and international knowledge and skills, high levels of vendor accountability, an extensive willingness to cooperate with own staff, a large vendor resource base, rapid execution capabilities and a high degree of flexibility to react to non-standard requirements.
4. Consider the use of a multi-vendor approach in order to maintain overall control, to seek cost advantages and to have the ability to choose best in class.
5. Use selective outsourcing in order to avoid resource bottlenecks and to balance the lack of expert and local knowledge where necessary.
6. Use selective outsourcing to overcome compliance issues with line managers and assignees and to clarify process structures, ownership and decision responsibilities.
7. Use selective outsourcing to gain access to local and international expert and service networks and wider market intelligence which can help to shape strategic and operational GM.
8. Consider using outsourcing providers in the areas of household goods shipment, immigration provision, destination service programmes and tax services provision as MNCs often recommend these for their high quality of work.
9. Strengthen the management of vendor relationships to encourage better cooperation levels, more extensive data sharing and to implement process improvements (within the own organization as well as within the outsourcing provider).
10. Strengthen assignee tracking approaches, including the tracking of (extended) business travellers and cross-border commuters in order to improve legal, tax and social security compliance.

Flawless Global Mobility

10 Short Recommendations

1. Augment the position of the GM department
2. Consider in-house provision of GM services where appropriate
3. Strengthen outsourcing vendor selection
4. Maintain overall GM control
5. Use outsourcing selectively to avoid bottlenecks
6. Overcome compliance issues through cooperation with service providers
7. Use outsourcing to tap expert knowledge
8. Identify highest quality outsourcing areas and needs
9. Strengthen vendor management
10. Implement superior assignee tracking

Flawless programme management and compliance is obviously a stretch goal for many MNCs. While this ideal is not readily achievable, any progress must be welcome both for global assignees and their employers.

Efficient Global People Effectiveness

Chapter 4 looks at efficient global people effectiveness work and traces the trends in reward package design within major MNCs. The chapter provides much detail in terms of different reward components in relation to short and long term assignees, local plus staff, frequent business travellers and cross-border commuters. In addition, it identifies differences in terms of business critical/strategic versus developmental assignments and charts some reward components in terms of a variety of issues such as children's education or benefits when working abroad unaccompanied.

SMART GM approaches can refer to longer-term and organization-wide perspectives. The effective package design section of the report focuses more directly on the GM and HR approaches of MNCs in relation to assignees. This part implicitly looks for compensation approaches that elicit specific, achievable and results-orientated behaviours that are measurable during an international assignment. The identified reward approaches allow the reader to benchmark their own GM reward approaches with that of a comparison group of RES Forum member organizations. While this data can help to shape the reward thinking in MNCs, it is important to factor in further contextual, location and assignee population specific considerations.

Multiple and highly pertinent learning points can be distilled from the data and the thoughts embedded in this chapter. The recommendations to improve the effective package design in an MNC organization include:

Ten Recommendations for EFFICIENT Global People Effectiveness:

1. Distinguish different assignment lengths as to develop a suitable reward offer. We have seen that short term and long term assignments are associated with diverse reward components. It is common that MNCs distinguish between local and international contracts. Normally, local plus assignees have compensation packages that are a lot less generous than those of STAs and LTAs. In addition, companies may consider having region-wide international contracts for some staff.
2. Distinguish between different assignment patterns. Cross-border commuters and professionals on extended business travels have different needs and a tailored reward package can be attractive to these global workers while saving resources. However, it seems that organizations have not always developed crucial support structures in response to their idiosyncratic needs.
3. Distinguish different assignment purposes. It has become abundantly clear that developmental assignments are treated less generously than strategic ones. Assignees are likely to be motivated by different (learning and career) factors and have mostly different demographic factors (age, career position).
4. Distinguish between locations and business areas where the supply of mobile candidates is low. Monetary rewards and non-financial rewards in the form of business sponsors, coaches, mentors and career opportunities, may have to be increased in order to attract sufficient and well-qualified candidates.
5. Distinguish powerful actors from less powerful candidates. High potentials and good performers have increased negotiation power. A real challenge for GM reward is therefore to be able to engage flexibly with outstanding performers that they really want to motivate to go onto assignments and yet have an overall GM approach that is perceived to be fair overall and performance enhancing. One non-financial way would be to tailor the business support in the form of organizational sponsors, mentors, peer support and GM/leadership coaches.
6. Distinguish between more and less attractive locations, hostile and safe destinations, in order to tailor rewards and other package elements.
7. Distinguish the performance of assignees. Thus, link some elements of rewards to the overall assignment performance objectives and their achievements.
8. Distinguish the developmental and career interests of candidates within the reward and wider HR system in order to increase the willingness of staff to work abroad, to perform highly and to continue to remain in the organization long term.
9. Distinguish wider motivations to work abroad (including a sense of adventure, learning about specific countries, cross-cultural interests) in order to factor these into the broader assignment offer. These wider

motivations in combination with location context may trigger a form of reward choice/GM cafeteria approach with respect to rest and recuperation or travel entitlements.

10. Distinguish the family situation and other (caring) obligations for expatriation candidates in order to give them a suitable reward offer. Consider where assignees can reasonably be expected to contribute to assignment costs. For instance, evaluate a contribution to housing costs or children's education investments.

Efficient Global People Effectiveness

10 Short Recommendations

1. Distinguish assignment lengths to develop suitable rewards
2. Identify assignment types to develop suitable rewards
3. Understand assignment purposes to develop suitable rewards
4. Assess candidate supply to create adequate incentives
5. Explore the bargaining power of candidates
6. Tailor rewards to location specifics
7. Link rewards to assignment performance and objectives
8. Take account of the developmental and career interests of candidates
9. Appreciate wider interests and drivers in the negotiation process
10. Factor in the family situation when assessing which benefits to offer

We have argued that in order to create 'effective' GM rewards, MNCs need to get the balance right between cost-savings and attractive and motivating compensation approaches. Indeed, it is some of the non-financial initiatives embedded in wider HR approaches (career and talent development systems, attractive psychological contracts, work contents that allow learning and growth, leadership coaching and mentoring) that can be the key components of wider rewards for assignees. To get this particular balance right, it is paramount to understand the diverse target groups of globally mobile employees, have highly developed understanding of and cooperation with the organization's talent management and trace performance implications of the array of tailored GM approaches.

SAFE Global Mobility – Managing Alternative Forms of International Work

The first four chapters of this annual report argue that practicing SAFE GM with a purpose is likely to be useful for all MNCs and across the whole spectrum of international work. The data in these chapters also indicates that in many incidents the dynamic global developments necessitate alternative forms of GM.

Chapter 5 explores the trends and success factors of non-traditional forms of GM, concentrating first on short term assignments (STAs) and then on extended business travel (EBT).

Our data clearly shows that the importance of STAs is rising. While STAs are jigsaw pieces in the overall picture of GM, particularly used for project work and assignments with singular or clearly determined objectives, this development creates a number of opportunities for GM professionals and departments.

Ten Recommendations for SAFE GM using Short Term Assignees (STAs):

1. Use the shorter time frame and superior ability to specify concrete assignment objectives to support agility, flexibility and purpose of the overall GM work. This is strongly aligned to the refined blueprint for GM work that is proposed in Chapter 1.
2. Identify and attract digitally native and communication confident short term expatriates as they will link to the GM self-service platforms more easily, as well as keep up their networks and work relationships with their home base.
3. Select culturally agile, open and confident STAs as their time to adjustment is shorter than that of Long Term Assignees (LTAs).
4. Understand the strengths of LTAs and STAs and make a conscious decision on how to use them. Use LTAs in relation to objectives such as individual development, position filling, integration of organizational culture, the control of the host unit and building the local market.
5. Consider enhancing STA numbers. It is incredibly rare that short term expatriates miss their objectives, in fact, they often overachieve their assignment goals.
6. Channel the performance of STAs. The best performance of STAs is seen by the MNCs to be on projects, general position filling, individual development and knowledge transfer. Utilize suitable candidates for such short term challenges and make sure that they can transfer their own learning and are able to utilize this at home.
7. Understand the career development opportunities of short term expatriates and use these to attract candidates. The best career progression is through STAs with priority on individual development, general position filling, project work or knowledge transfer.
8. Design personalized development, coaching and mentoring initiatives for high potentials and high talents on STAs. The retention of short term expatriates is substantially higher than for longer term global workers, especially if their assignment is linked to general objectives, cultural integration or knowledge transfer back at the home unit.
9. Work towards mastering the key challenges of STAs. Tax, legal and social security compliance are amongst the key problems associated with STAs and they are plainly in the GM remit.
10. Create inventive, flexible and agile approaches to deal with other key STA challenges which include the distance between expatriates and their families, cultural adjustment, work-life balance, social isolation and stress issues.

Managing Alternative Forms of International Work

10 Short Recommendations

1. Specify IA objectives to support agility, flexibility and purpose
2. Attract digitally native and communication savvy STAs
3. Use career development insights to improve attractiveness
4. Select culturally agile, open and confident STAs
5. Understand and use the strengths of STAs and LTAs
6. Augment STA numbers as their goal achievement is high
7. Channel the performance of STAs towards their areas of strength
8. Personalize development, coaching and mentoring
9. Master the compliance challenges
10. Create innovative solutions to deal with important 'soft' STA challenges

MNCs would also be well advised to gain clarity of the particular objectives and deliverables of STAs. The most important benefits to MNCs were getting a specific task and project completed, filling a skills and knowledge gap, organizational learning and knowledge transfer and solving a host unit problem. Distinguishing which global work form (LTAs, STAs, cross-border commuting, extended business travel or virtual project work) may be most suited to the context and the organizational challenge, is highly important to raise the effectiveness of GM work.

The second part of **Chapter 5** focuses on an assignment type that is largely neglected in many organizations: extended business travel (EBT). The data on non-traditional forms of Global Mobility has shown that the use of EBT has substantially increased in recent years and is estimated to continue to grow by GM professionals. While, therefore, the likely importance of business travel also increases, the RES Forum information has clearly demonstrated that the availability of good data and the management of extended business travellers (EBTs) could be substantially improved.

Ten Recommendations for SAFE GM using EBTs:

1. Develop an EBT policy. Only about one in five MNCs have a formal EBT approach which increases the compliance risks. Link it to the business and HR strategy.
2. Be clear about objectives and the competencies that EBTs need to be successful. Most often EBTs are filling a project position, aim for knowledge transfer, fulfil the normal duties of the position or instigate better control of the host team.
3. Distinguish in the selection for general positions that include EBT whether the key goal is inherent in the post (projects/normal work) or whether special competencies are needed (knowledge transfer/control). Set the selection criteria accordingly.
4. Implement a formal tracking approach for EBTs. More than half of MNCs (56%) do not track their EBTs formally which exposes them to legal, taxation and social security risks. GM departments need to work towards having high quality tracking information access in order to refine their compliance approaches.
5. MNCs need to improve their traditional GM activities with respect to EBTs. A substantial number of firms currently experience EBT tax problems, immigration challenges, payroll issues and social security concerns.
6. Go beyond compliance and refine information gathering on EBT issues. Only a minority of MNCs collect information to improve the HR and people management of international workers, ensuring fairness and improving reward structures.
7. Manage the arena of EBT more holistically, including the interfaces with line management. Motivational challenges and health issues such as stress, burn out, long working hours, as well as broader health and welfare issues that include loneliness and work-private life spill-over effects, are hardly ever managed but represent an opportunity to add value to the GM department.
8. Improve the understanding of staff on EBT assignments and thereby the GM department's people effectiveness expertise. Only about one in twenty companies assesses EBT satisfaction. Yet, exploring the thoughts, drivers, experiences and satisfaction of EBTs may give useful information to develop and refine the overall GM and specific EBT approach in the firm.
9. Use more EBTs. The performance of EBTs is either similar or better than other forms of local or international workers. In addition, in some sense, there seems to be a win-win situation in that EBTs, on average, experience more positive career effects than domestic workers.
10. Develop an understanding of the value of EBT and its return on investment. Without improved information and better EBT management the goal to develop better EBT planning and to improve ROI may remain elusive.

Extended Business Travel (EBT)

10 Short Recommendations

1. Develop an EBT policy
2. Identify competencies that increase EBTs' success in their diverse roles
3. Integrate EBT competencies in the selection for global positions
4. Implement formal EBT tracking
5. Design and refine EBT compliance
6. Improve the HR management of EBTs
7. Focus on motivational and health issues of EBTs
8. Augment EBT people effectiveness expertise
9. Use more EBTs
10. Increase ROI through EBT analysis and planning

Through the research into EBTs, it has become clear that these international workers represent neglected assignees. Not addressing this imbalance to other GM areas is a missed opportunity to enhance the quality of GM work and the standing of the GM department. MNCs can benefit substantially if they can refine their EBT approaches and start to consciously manage these global staff.

Final Thoughts

Often, sophisticated GM work already incorporates many of the recommendations that this report develops. Nevertheless, it is advisable to periodically consider whether the approaches of GM departments can be refined or updated. The RES Forum data clearly indicates that in many MNCs, not all of these recommendations are enacted. Especially, the roles of strategic GM advisor, global talent management (interface) and people effectiveness expert are seen to be areas where much progress can still be achieved. This report hopefully provides food for thought that allows the reader to move forward on the road to GM refinement.

My heartfelt thanks to all those RES Forum members who have provided their data and expert considerations. I have learnt a lot from your input. You have made this report possible.



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May 2018



Biography **Professor Michael F. Dickmann**
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Michael lectures in the areas of international and strategic HRM. He first worked at Cranfield University during his PhD on International Human Resource Management (IHRM). After being the Global Head of Human Resources in a multinational corporation based in Munich, Germany he rejoined Cranfield to lead its work in the areas of national cultures, global mobility and IHRM. His research focuses on human resource strategies, structures and processes of multinational organizations, cross-cultural management, international mobility, global careers and change management. He is the director of the Cranfield MSc in Management, a highly innovative, practice-centred masters that incorporates an internship with leading-edge organizations.

Michael has published more than 100 academic and professional papers and reports. He is the lead author/editor of four books on international HRM and global careers, part of the acclaimed Routledge series on global human resource management. His latest book *The Management of Global Careers - Exploring the Rise of International Work* is published by Palgrave in summer 2018. Since 2012 he has also been the Editor-in-Chief of *The International Journal of Human Resource Management*.

Michael has a first class honours degree in Economics from Queen Mary University of London and an MSc in Industrial Relations and Personnel Management from The London School of Economics & Political Science. Michael has several years of work experience, both with major consultancies and in industry. He has conducted a variety of consulting and research assignments with cutting edge multinational organizations mostly from the financial, automotive, telecommunications, chemical, electrical engineering and electronics industries. He has also consulted for humanitarian agencies, government and the United Nations. He has worked in his native Germany, Australia, the USA, Colombia, Spain and Britain and speaks English and Spanish fluently.

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Learning Lab

RES Forum's Brand New Virtual Education Programme

Developed in partnership with Knowledge Anywhere, to help GM Professionals become experts in Global Mobility (GM), the curriculum covers the following aspects of Global Mobility and International Relocation:

- Mobility overview
- Assignee journeys
- Employee compensation
- Compliance

Each module includes an assessment to ensure understanding and drive engagement.

For participants who want to take their Learning Lab experiences to the next level, 'RES Accreditation' is a valuable supplementary part of the programme, assessing and providing formal recognition of the knowledge you have acquired on completion of the Learning Lab programme. As part of the supplementary accreditation you will be measured on application of your learnings from the programme with respect to a challenging but real life GM case study.

Training for Internal & External Teams

The course is designed for, in-house GM and HR Support Functions and in-house Shared HR Service Centres, International Relocation Services Suppliers. Although pitched at entry level, the course is far from basic – in fact some of our most experienced members failed the tests (we promised to not share any names!)

What participants learn

Participants will obtain a better global understanding of processes, and their roles and responsibilities within them:

- Improving understanding of the relocating employee experience throughout the process
- Enhancing overall skills, technical knowledge and understanding of best practice
- For vendors in the mobility value chain, better understanding of the voice of the customer, to help improve client relationships

The course examines mobility from the assignee perspective therefore enhancing the users' understanding of the employee experience, as well as technical areas of compensation and compliance. It also provides a cost-effective solution for specialist subject training on the complex area of Global Mobility.

RES Accreditation

RES Accreditation is the industry benchmark in taking HR and GM professionals beyond the basics of Global Mobility management and allowing them to demonstrate their understanding of mobility and HR concepts in practice.

The RES team send candidates a mobility case study and require that they prepare a recorded PowerPoint (including audio) or a video presentation, which builds upon the knowledge acquired through the Learning Lab. The presentation is then sent to our qualified assessors, who are, without exception, current or previous Heads of Reward or Global Mobility.

The assessment will result in either pass or fail – with a pass rate of around 70%. Successful candidates will become 'RES Accredited Class of 2018' and will receive our logo and business card templates for use on their business cards, their email signature and on their LinkedIn profiles. They will also appear in our public 'Hall of fame', allowing employers and clients to see when accreditation was achieved.

Whether pass or fail, candidates will receive a feedback summary of their submission.



Our network includes the knowledge & experience of over 1,500 in-house global mobility and HR professionals

With their help we've created our virtual education programme on Global Mobility, the RES Forum Learning Lab

Understand what really matters for in-house global mobility professionals and service providers, by visiting www.theresforum.com/learning-lab/

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Colophon

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