

HEALTH WEALTH CAREER

GLOBAL MOBILITY IN THE UNIVERSITY SECTOR: A BUSINESS PERSPECTIVE

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AGENDA

- What are the challenges for Universities dealing with global mobility?
- Why is global mobility important, what is the business case?
- What are the current trends in global mobility?
- What are some observations in global mobility at Universities?
- How can good mobility practices help Universities?

UNIVERSITIES ARE “GLOBAL VILLAGES”



A GLOBAL WORKFORCE



WHY IS GLOBAL MOBILITY IMPORTANT, WHAT IS THE BUSINESS CASE?



POLICY SEGMENTATION AND DESIGN OR: “HOW TO BRING ORDER TO THE CHAOS”



#1. USING TALENT MOBILITY TO FUEL GROWTH



Transactional

Focus on costs

One size fits all

An island within HR

Catalysts

- Globalisation
- Organisational complexity
- Demographic changes
- Cost pressures



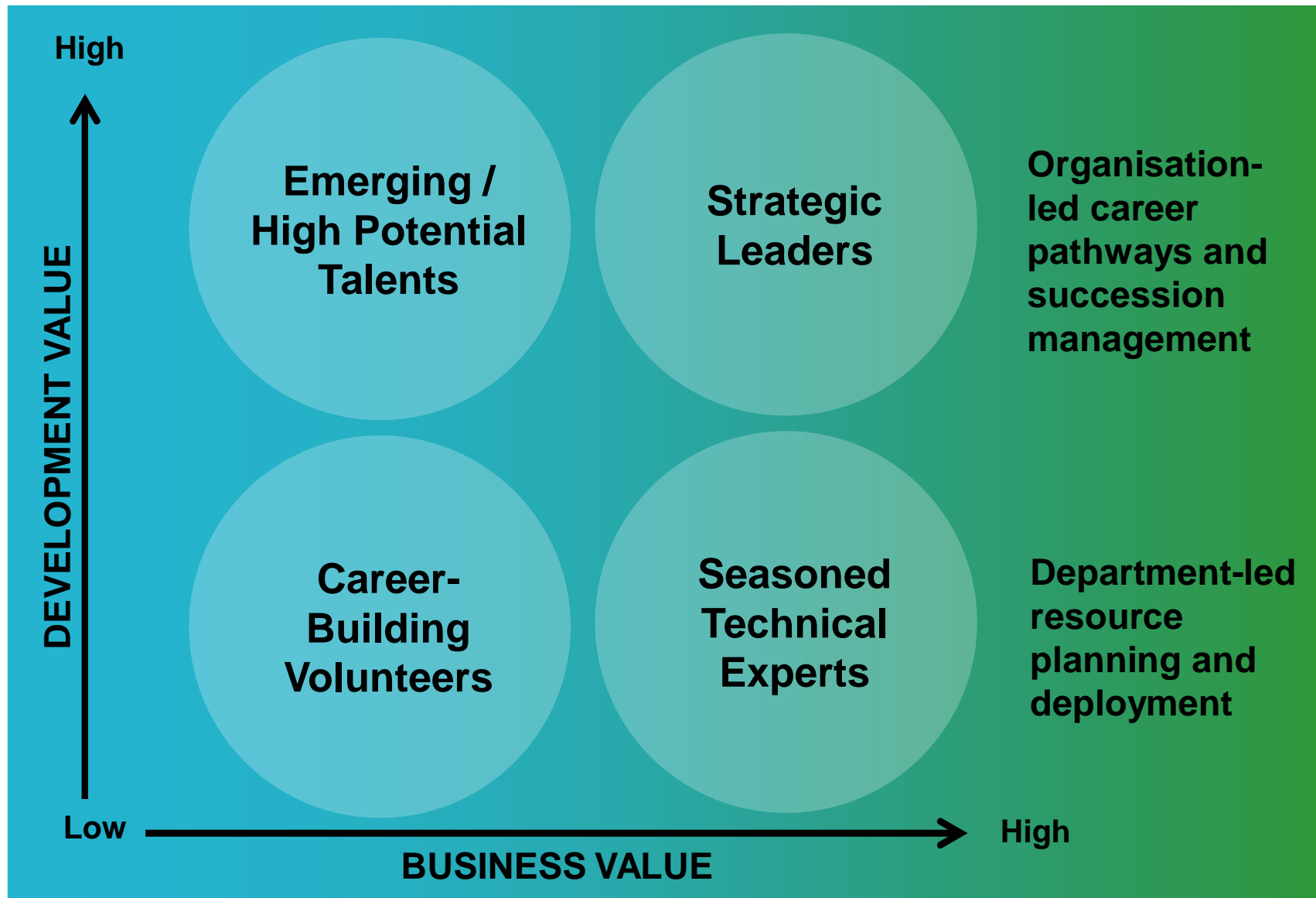
Strategic

Focus on value creation

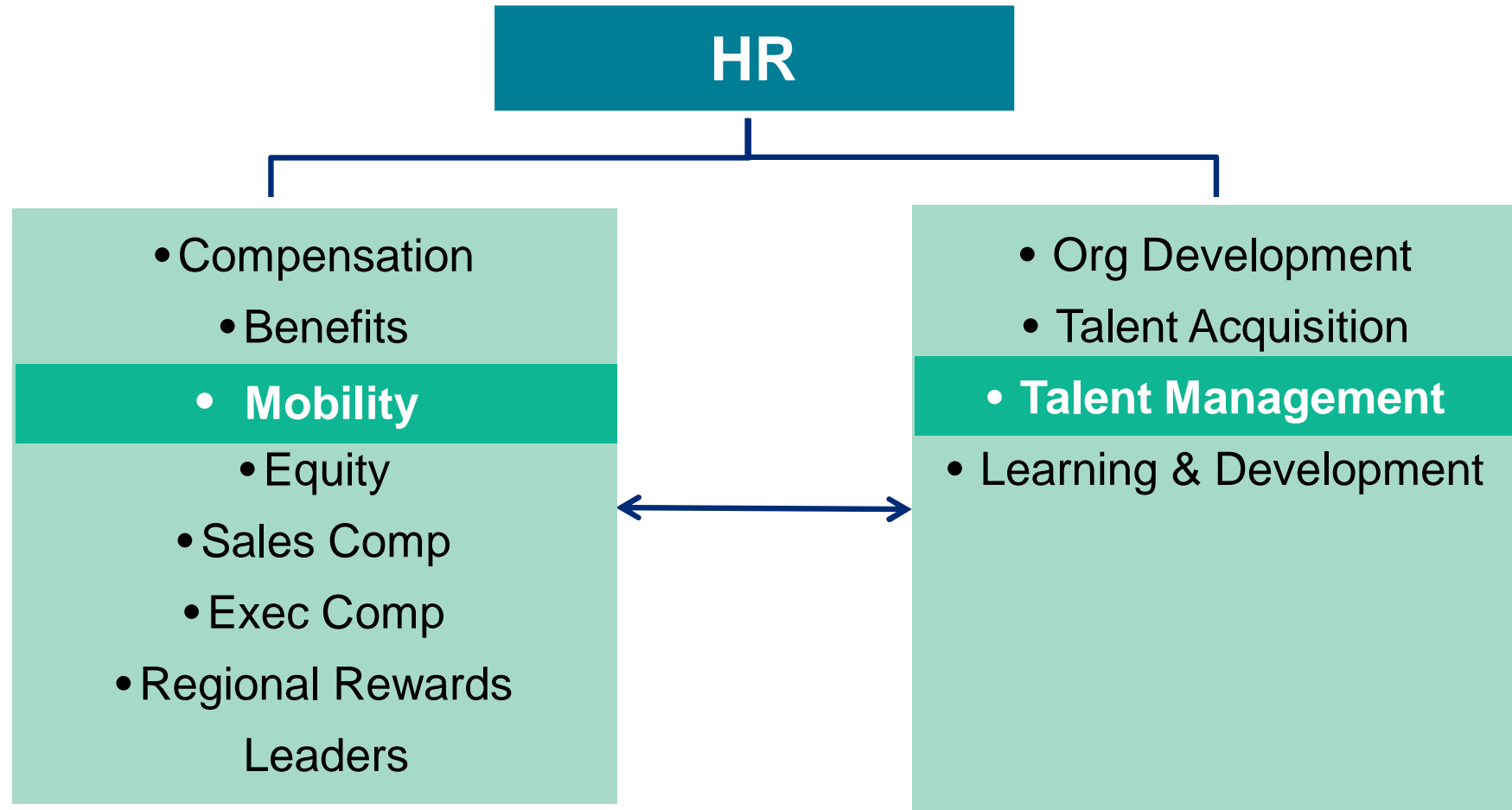
Segmentation by talent type

Connected to business goals

#2. PROGRAM DESIGN DIFFERENTIATION BY BUSINESS AND TALENT PURPOSE



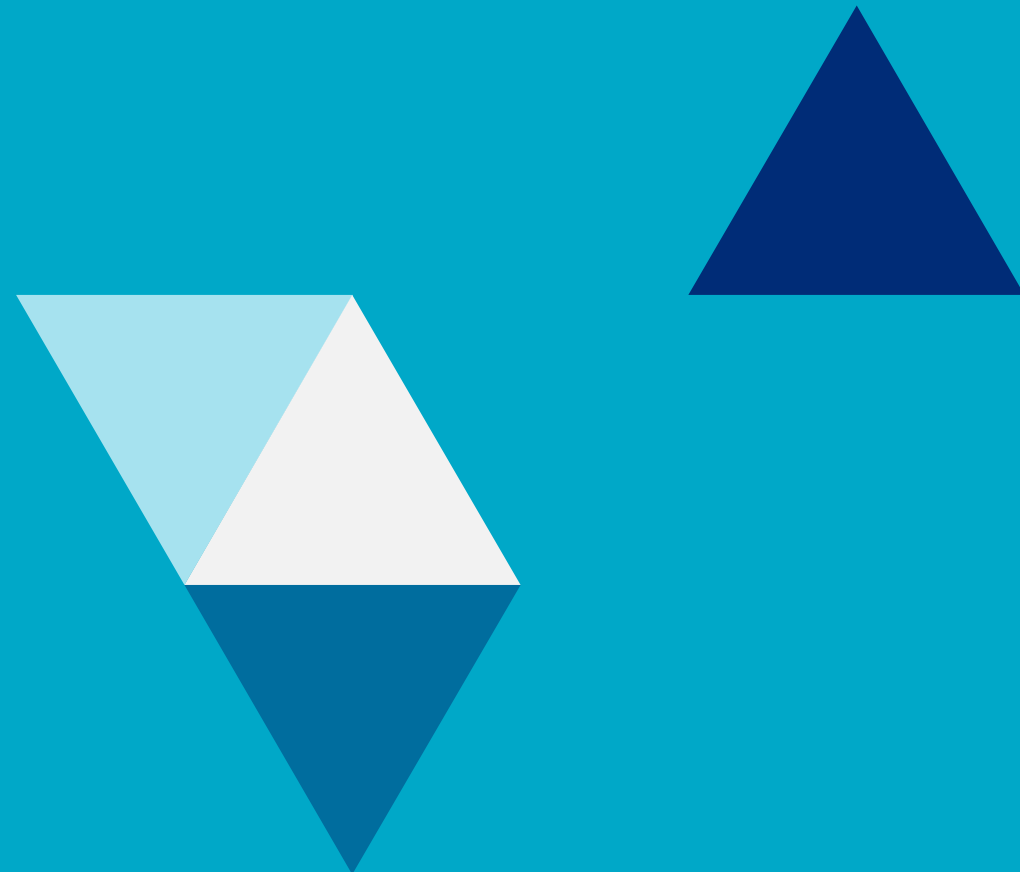
3. GREATER INTERNAL COLLABORATION



#4. FOCUSING ON MOBILITY RETURN ON INVESTMENT



TRENDS IN GLOBAL MOBILITY



INTRODUCTION – 2015 WORLDWIDE SURVEY

329

North America

252

Europe

831 – participants Worldwide

60

Latin America

175

APAC

Industry's largest and most comprehensive survey database on global mobility policies and practices

Conducted from March 2015 to June 2015 and gathering answers from 830 companies worldwide.

Covers trends in mobility program management, as well as a wide range of policies and practices for typical long-term assignments

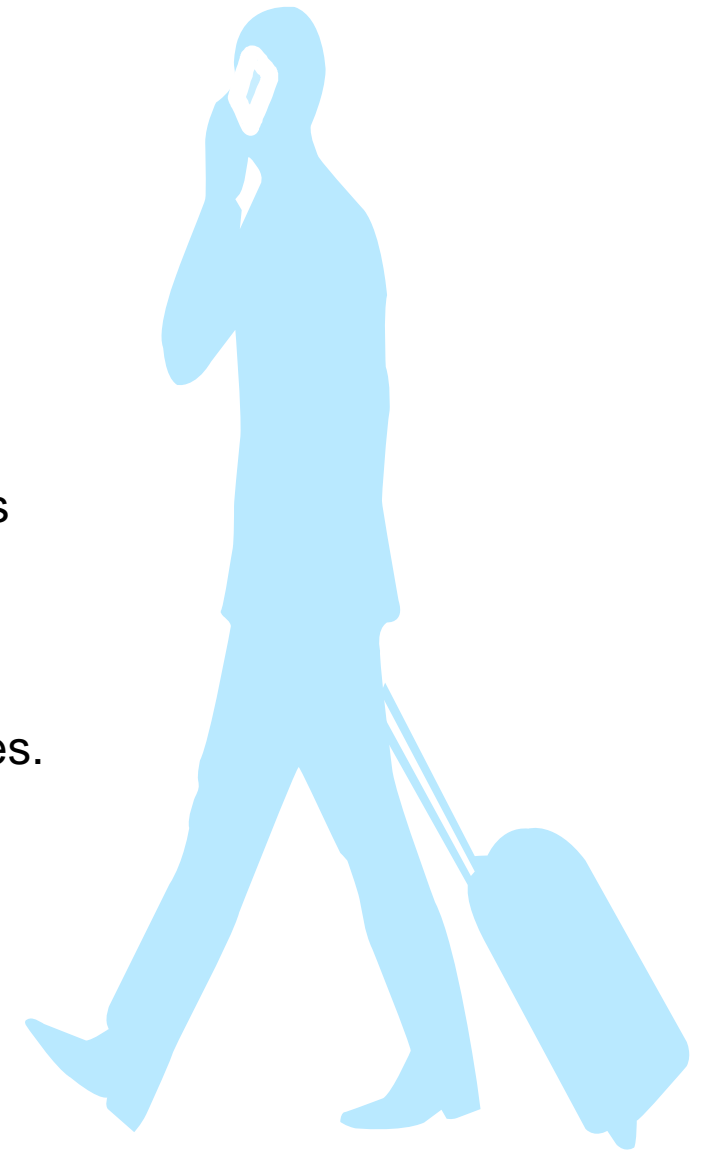
Good participation in industries:

- Consumer Goods
- Life Sciences
- Automotive
- High Tech
- Energy

Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

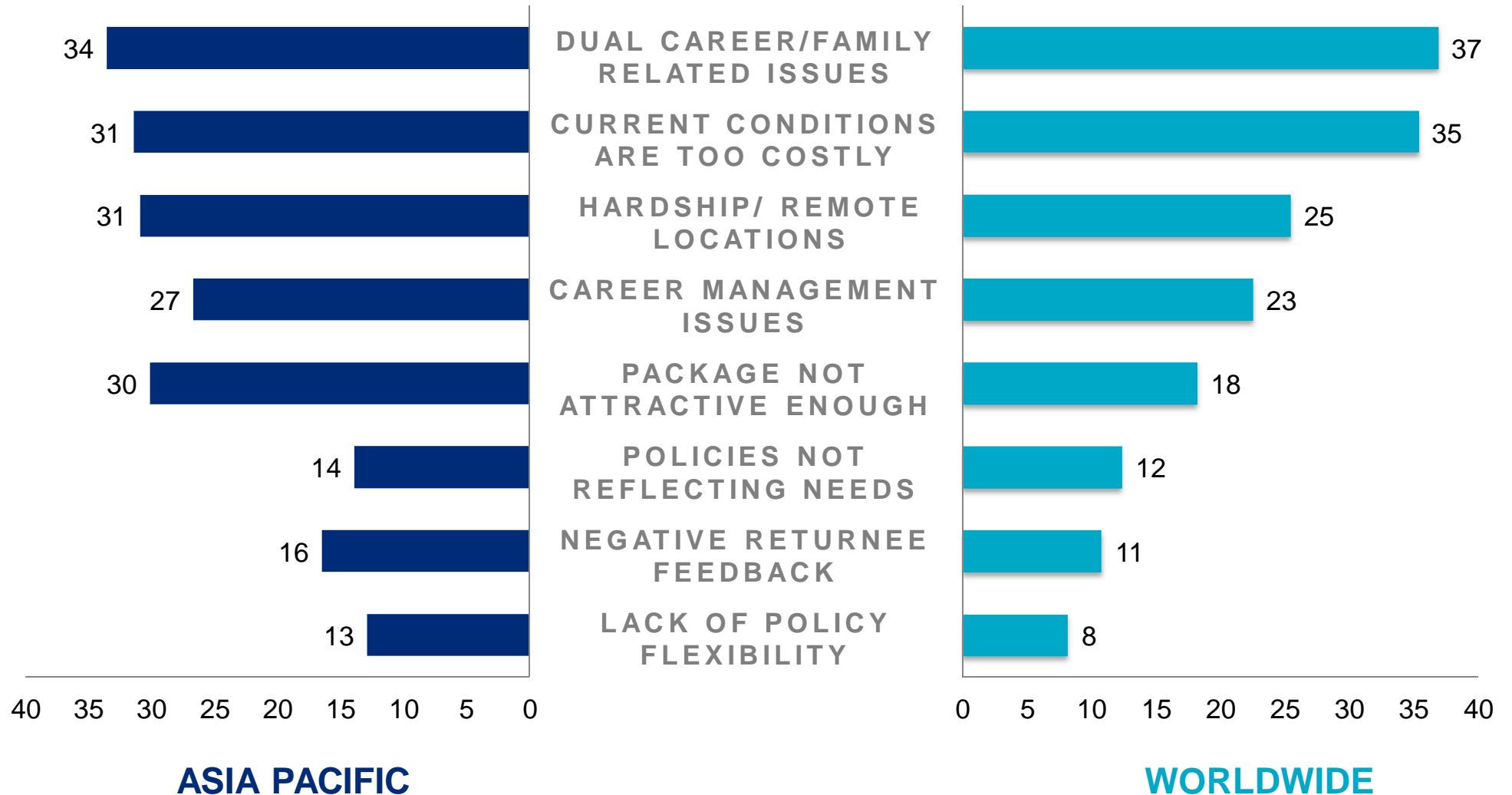
KEY FINDINGS

- Number of international assignments continues to **increase** and **diversify**.
- **Cost** and **dual career** remain highest reported obstacles to employee mobility.
- Increased use of **segmented policy** approach.
- **Diversification of remuneration** approaches but mainly driven by **assignment length**.
- **Home balance sheet approach** still by far the prevalent compensation approach for typical long-term assignees.
- But **more than half** respondents have employees on **local or Local Plus** conditions either as a general trend or for certain assignment types.



BIGGEST OBSTACLES TO MOBILITY

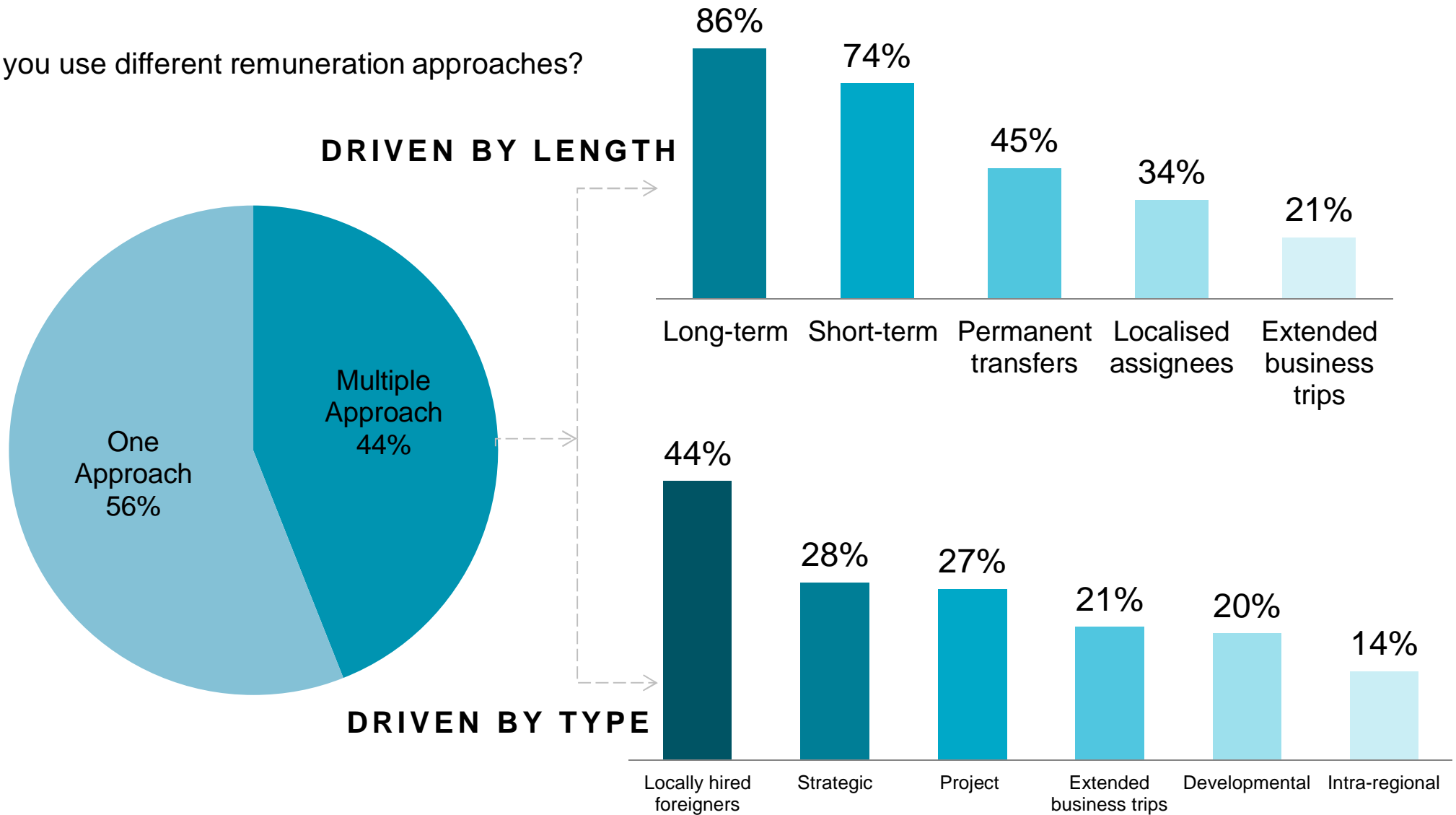
PERCENTAGE OF COMPANIES WITH TWO HIGHEST SCORES



Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

REMUNERATION APPROACHES (ASIA-PACIFIC)

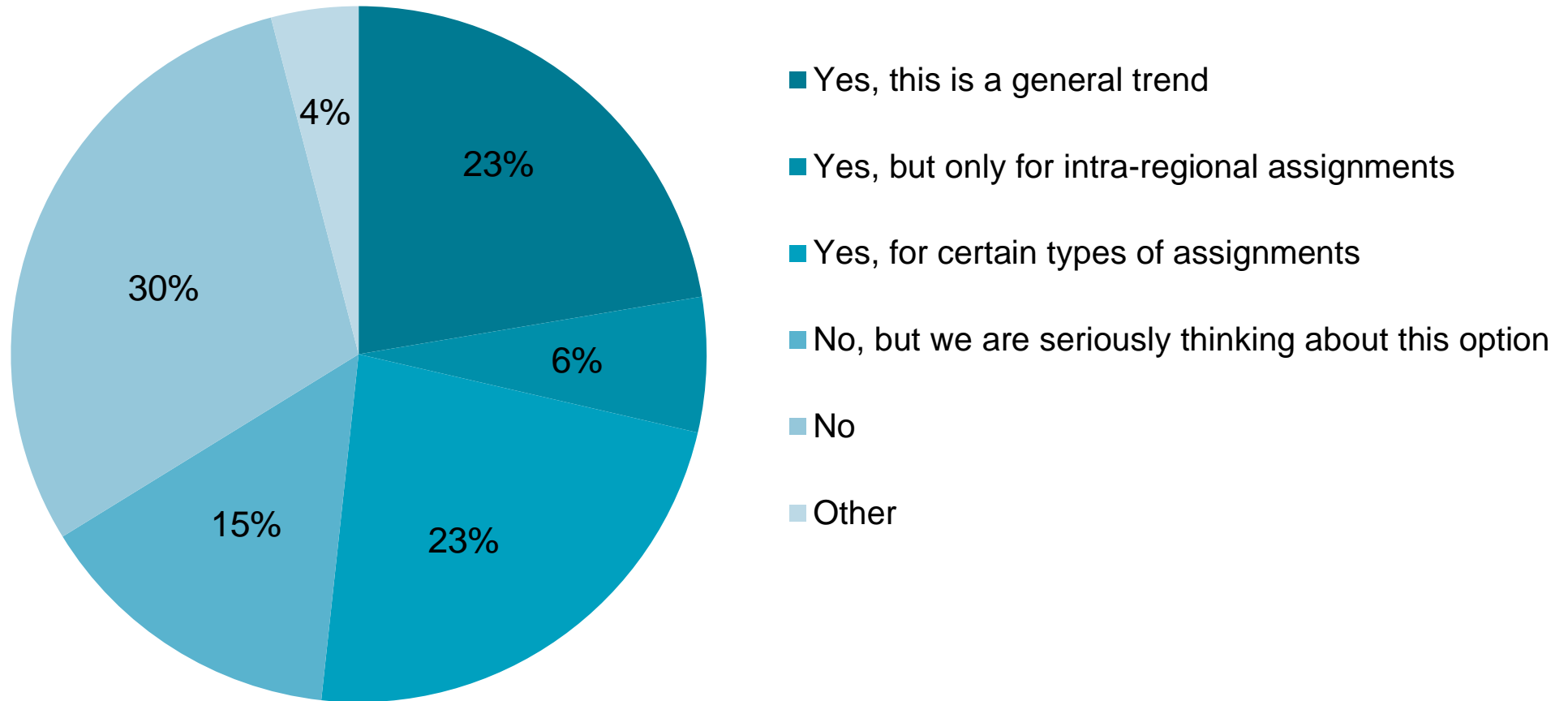
Do you use different remuneration approaches?



Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

LOCALISED PACKAGES (WORLDWIDE)

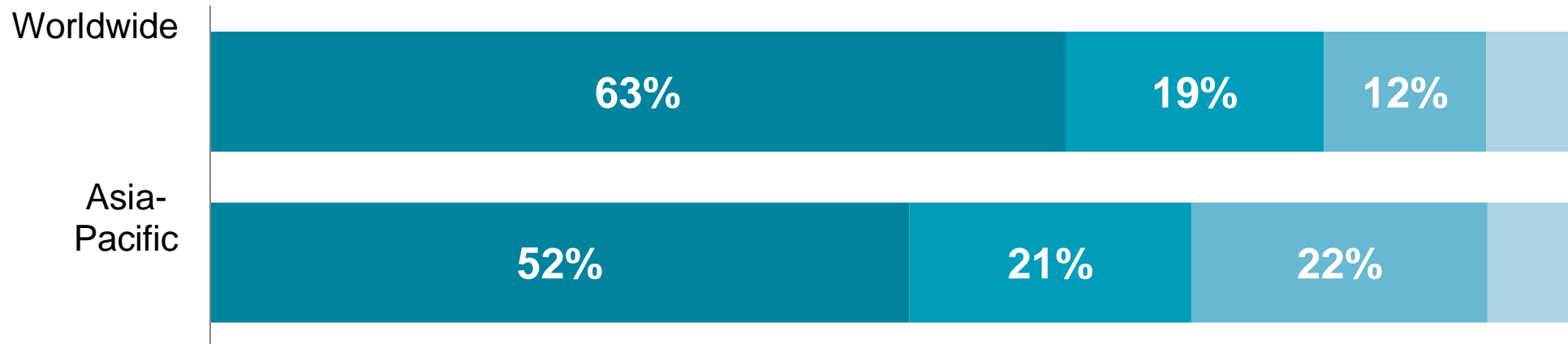
Are employers using local & local plus assignment packages?



Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

COST PROJECTION

Approach to cost projection

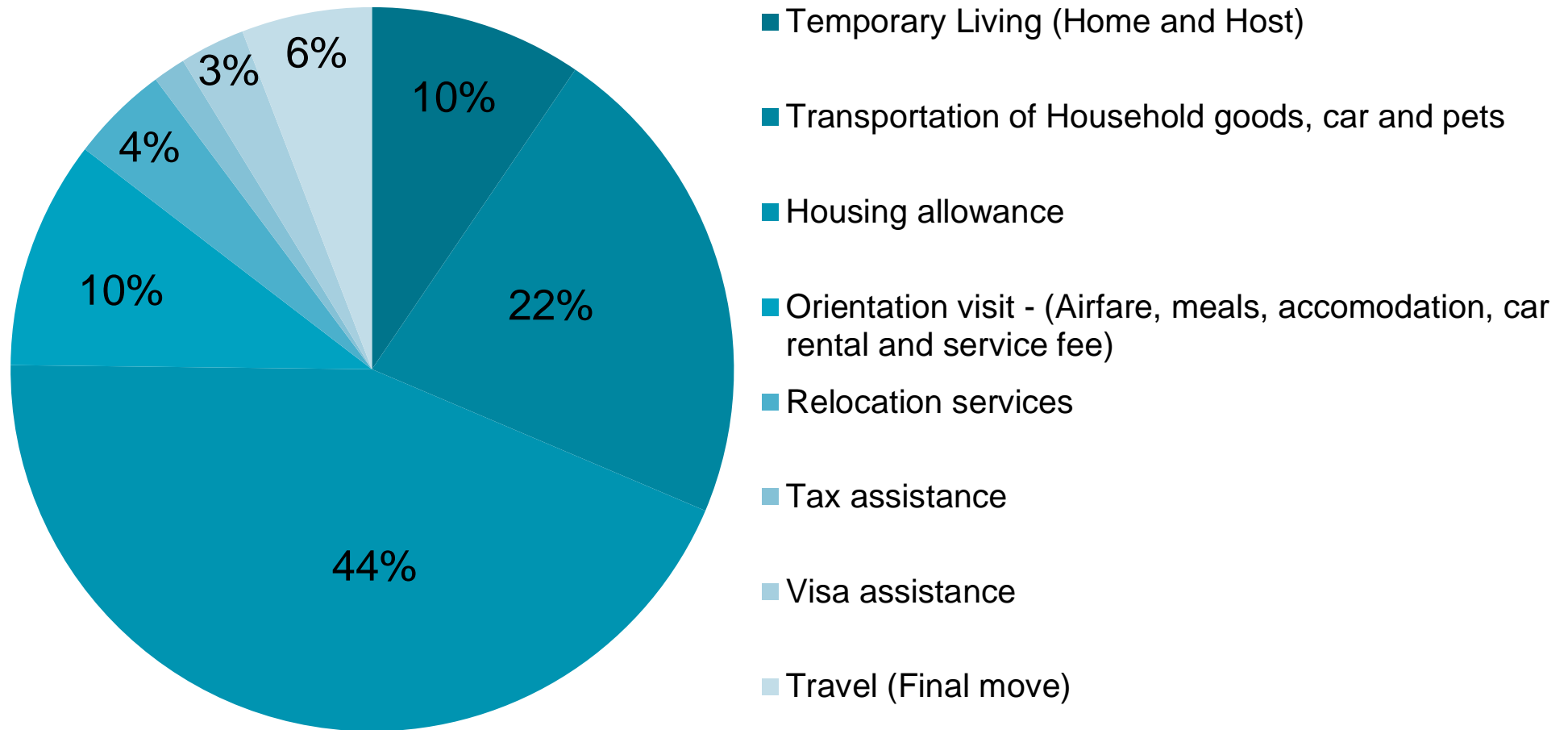


- Detailed, including tax and social security costs
- Rough calculations
- Detailed, but excluding tax and social security costs
- Not applicable/do not conduct

Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

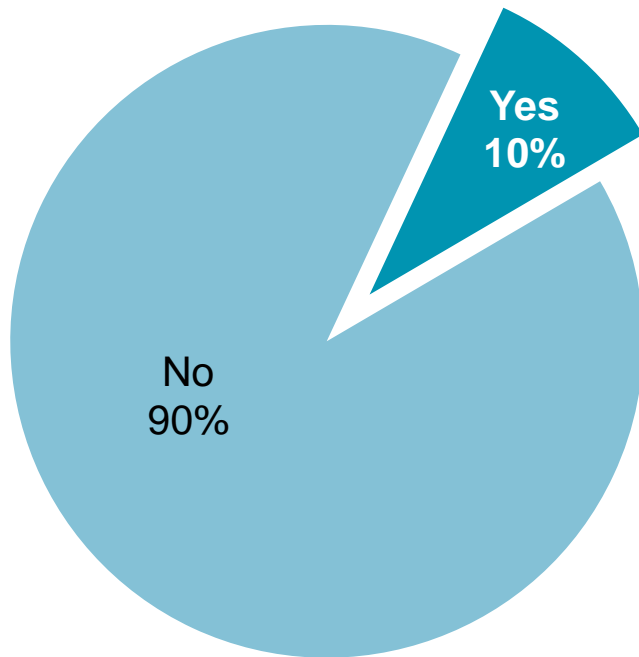
COST PROJECTION

First year Assignment cost analysis – Singapore to Australia, Family of 4

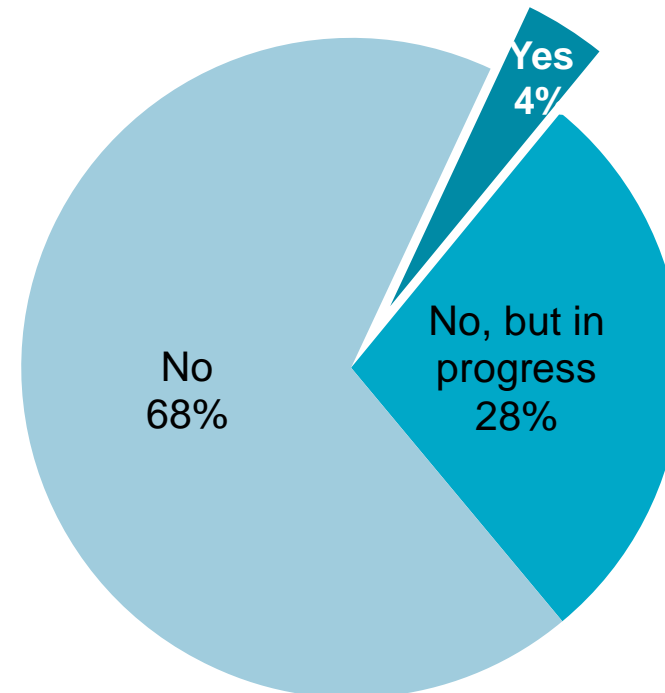


RETURN ON INVESTMENT (ASIA-PACIFIC)

Do you use metrics to track assignments' success/results



Have you established how to determine the ROI for international assignments?



Source: Mercer 2015 Worldwide International Assignments Policies and Practices Survey

RETURN ON INVESTMENT

WHICH OF THE BELOW METRICS DO YOU MONITOR?

Assignees voluntarily leaving the company while on assignment	73%
Assignees remaining with the company for a specified number of years after repatriation	73%
Assignees involuntarily terminated (or severed) while on assignment	55%
“Failed” assignments (e.g., repatriation before completion of assignment)	46%
Assignees repatriated or taking a new assignment at the same job level	46%
Assignees voluntarily leaving the company within a specified number of years after repatriation	46%
Assignees promoted upon completion of assignment	36%
Assignees promoted at the start of an assignment	36%
Assignees involuntarily terminated (or severed) within a specified number of years after repatriation	27%
Assignees keeping the same job level upon repatriation	18%
Assignees retiring at the end of an assignment	9%

PREVALENCE PROVISION OF “PLUS” ELEMENTS

SUMMARY OF BENEFITS

Plus Elements	Australia	Hong Kong	Singapore
Incidental Allowance	●	●	●
COLA/Goods and Services	●	●	●
Mobility Premium	●	●	●
Hardship Premium	●	●	●
Housing	●	●	●
Utilities	●	●	●
Dependents' education	●	●	●
Transportation	●	●	●
Medical Benefit	●	●	●
Pension Plan	●	●	●
Immigration assistance	●	●	●
Tax and Social Security Assistance	●	●	●
Home Leave Support	●	●	●
Relocation Services	●	●	●
Language Training	●	●	●

● Common

● Less common / limited

● Never or rarely provided

Source: Mercer 2014 Location Specific Local Plus Survey

CURRENT TRENDS IN THE UNIVERSITY SECTOR

Benefits	International		
	Tier 1	Tier 2	Tier 3
Regulatory (Visa/Tax/Health)	✓	✓	✓
Flights/Temporary accommodation	✓	✓	✓
Housing contribution	✓	✓	
Education contribution	✓		
Incidental Expenses/Allowance	✓	✓	
Household goods movement	✓	✓	✓
Home/Education search	✓	✓	
Tax briefing/filing returns	✓		
OR: Relocation lump sum for travel, temporary accommodation, shipment of household goods	✓	✓	✓

INTERNATIONAL ASSIGNMENT PROGRAMME ADMINISTRATION

How centralised is your international assignments administration? (APAC, n=167)



(WW, n=517)



Centralised: totally managed by the global mobility administration team within a corporate center **39%**



Partly centralised: sharing of responsibilities between the global mobility team and the regional/local offices **49%**



Fully decentralised: managed completely by home and host offices without involving the global mobility team **12%**

Which of the following best describes your company's global mobility program administration service model? (APAC, n=167)



In-house: mobility services provided by corporate representatives

51%



Partially outsourced: some functions performed by corporate representatives

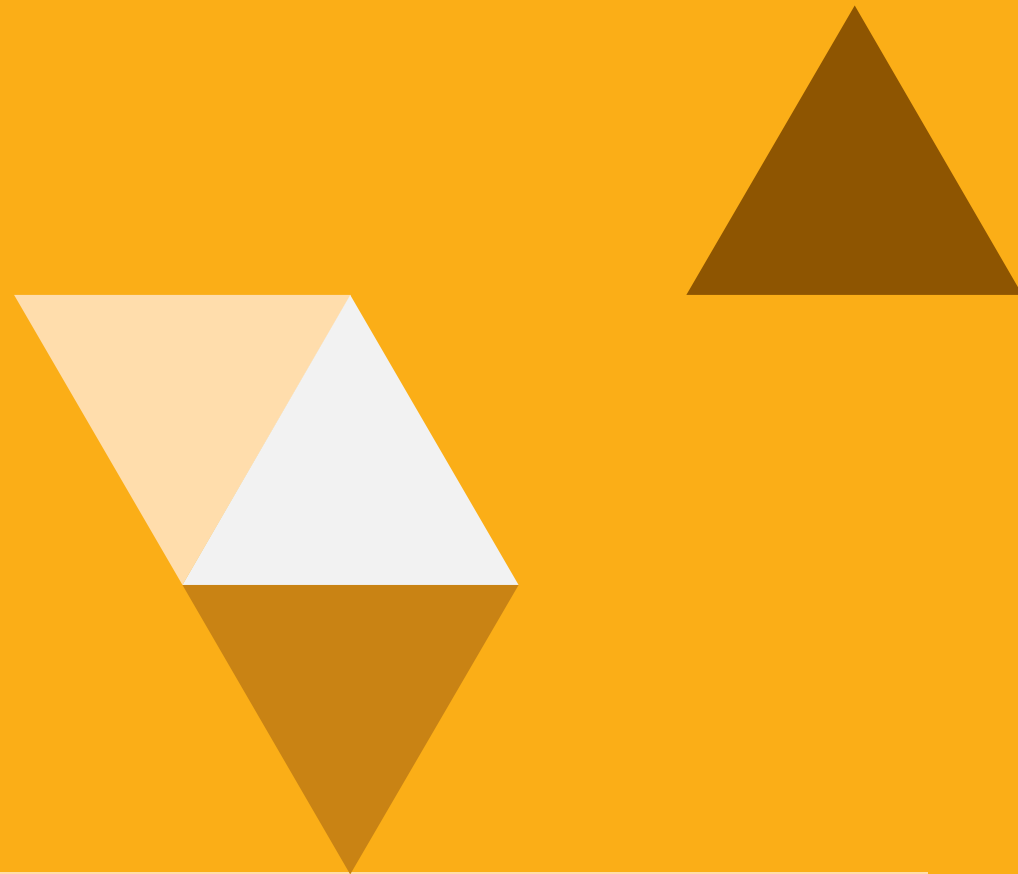
46%



Fully outsourced: most transactional functions outsourced

2%

HOW CAN GOOD PRACTICES HELP UNIVERSITIES?



RECRUITMENT AND MOBILITY PLAN

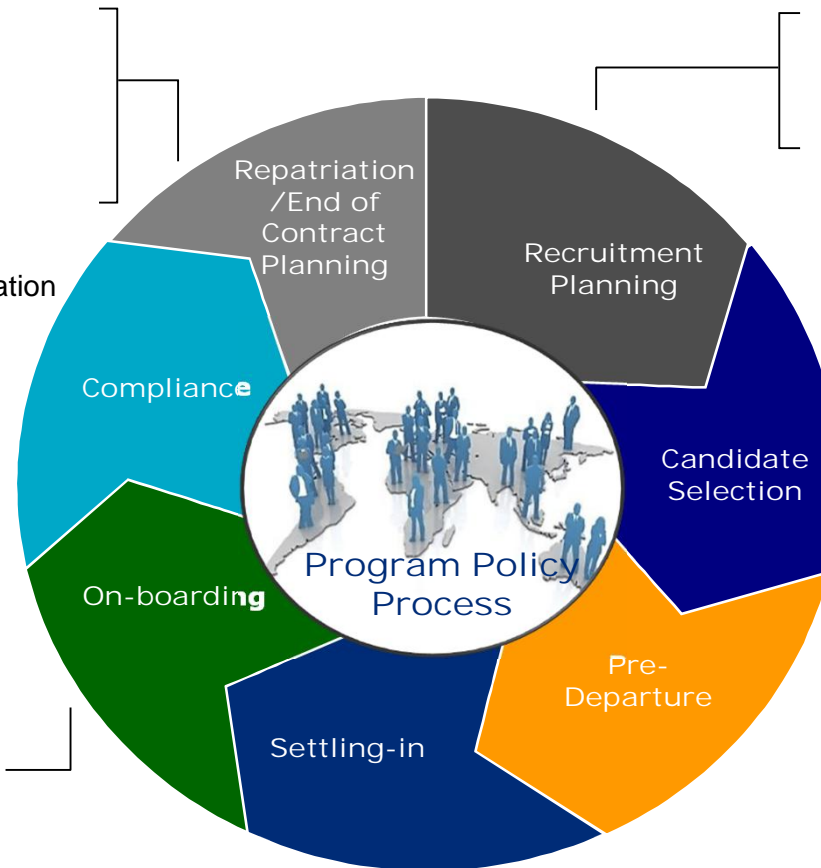
- Seven key phases that provide the framework for planning, initiating and managing from recruitment to repatriation.

- Repatriation timing
- Repatriation initiation/orientation
- Payroll Changes
- Tracking repatriated employees
- Satisfaction Surveys
- Visa/Work Permit/Tax Review and finalisation

- Visa validity – employee and family
- Passport validity
- Tax briefing and filing returns
- Health Insurance coverage

- Socialisation/meet and greet
- Welcome pack
- Technology access/related equipment
- HR/Payroll formalities
- Superannuation
- Satisfaction Survey

Please note that there may be variations in the phases and activities of the assignment lifecycle dependent on your organisation.



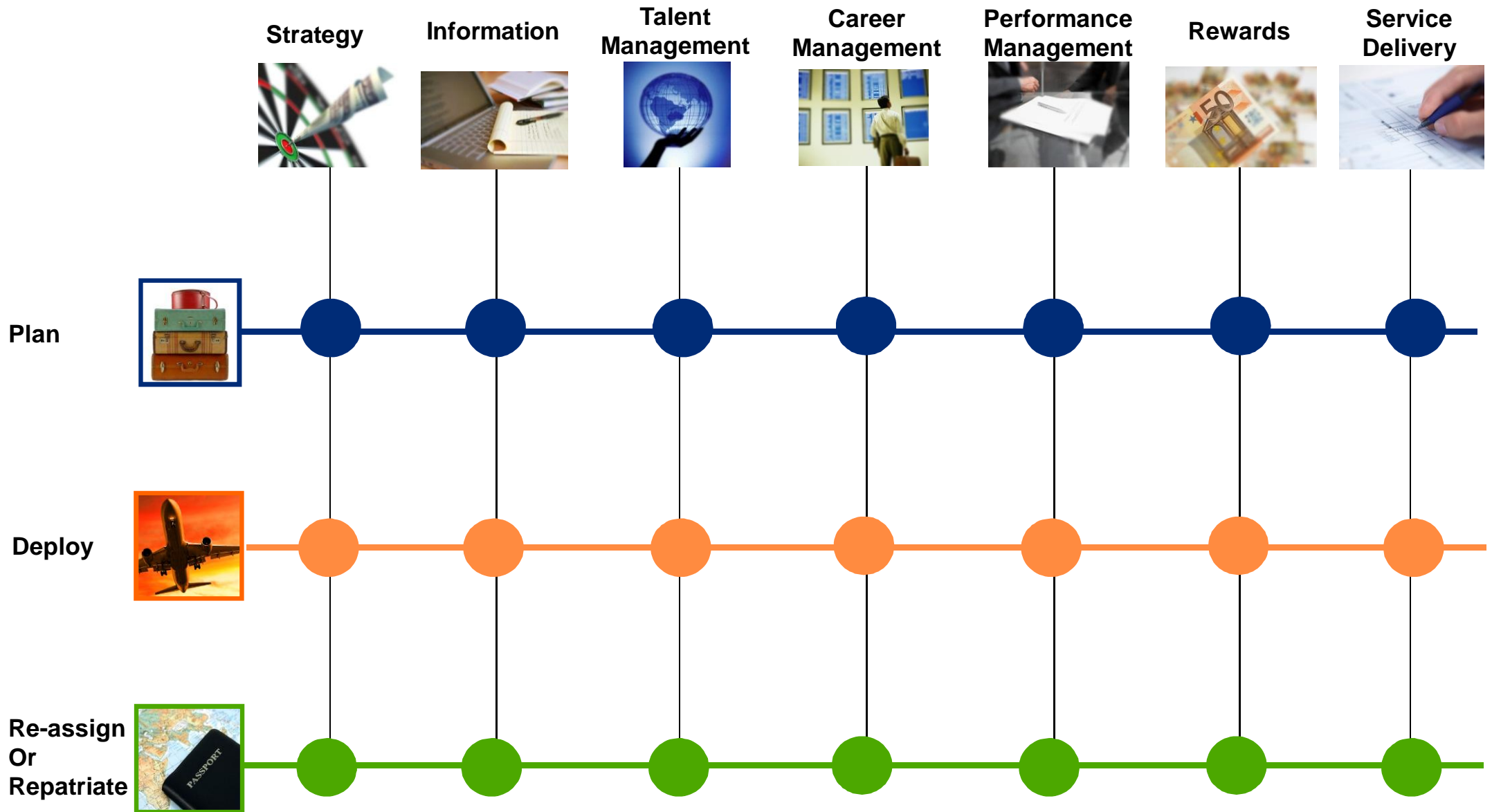
- Recruitment plan
- Assignment compensation/benefits policies
- Cost Estimates (generic vs. candidate specific)
- Succession Planning

- Assessment and selection
- Assignment plan
- Policy counseling
- Cost estimate (candidate specific)
- Orientation trip
- Assignment Initiation

- Employment Contract/Assignment letter development
- Assignee orientation
- Immigration and visa coordination
- Vendor Initiation
- Housing and Education briefing
- Power of Attorney/Wills in place

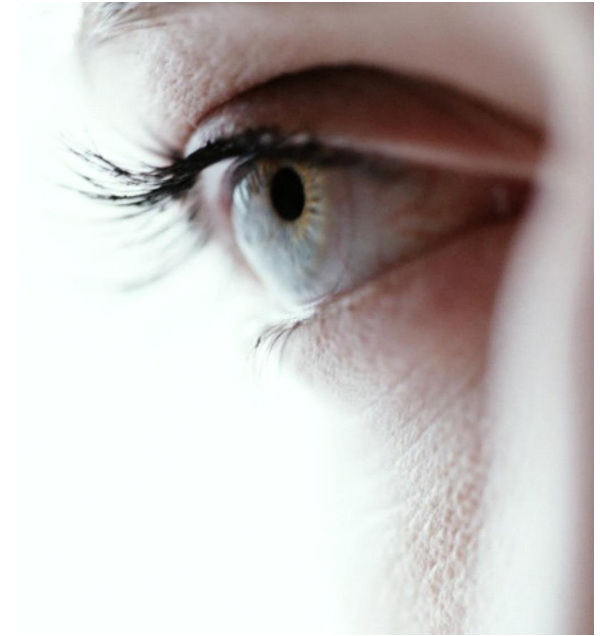
- Airport meet and greet
- Arrival Welcome pack
- Home and Education Services
- Orientation
- Integration of family

MANAGING THE EXPERIENCE END-TO-END



KEY TAKEAWAYS

- 1 Global competition and mobility will be ever-increasing
- 2 Good mobility practices can be a key differentiation in developing a global Employee Value Proposition
- 3 Build a mobility practice to support talent acquisition and development strategy
- 4 One size does not fit all – apply segmentation approach to workforce mobility policies and practices
- 5 Use data and benchmarking to establish competitive package to attract the best talent.



MAKE



**TOMORROW,
TODAY**