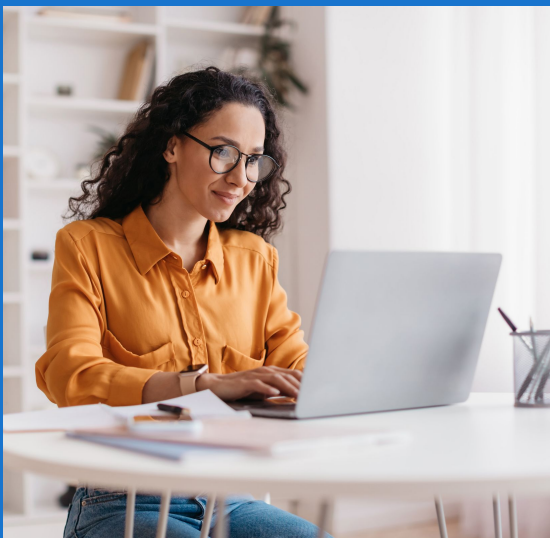


Talent Alignment Strategies for Mobility Programs



The Issue

Global assignments are a major investment for any company. They require clear and concise guidelines to support business leaders in making informed decisions. These guidelines should help them attract the right candidates to meet current needs **and** anticipate the future needs of the organization. Employees, on the other hand, are looking for employers and roles that support their professional and personal goals.



The Mobility Impact

Leading companies understand that mobility delivers different value for the business and the individual, depending on the type of move. This understanding leads them to segment their policy, offering different levels of support based on the value of the move and the talent segment. For example, an assignment for career development may not receive the same investment as an assignment for leadership development.

Ultimately, representatives of nearly every corporation we work with report that mobility falls into one of two categories:

1. **Business Value**

Involves managing a strategic project or contributing specific expertise.

2. **Developmental Value**

Results in the acquisition of a global mindset and the training of the next generation of business leaders with a global footprint.

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With these over-arching principles in place, a logical pattern for talent segmentation appears and demonstrates that employees will be accountable for one or more of the following goals:

- Lead a Strategic Mission
- Deliver Products and Services
- Develop Skills and Competencies
- Personal Initiative

The model below highlights the characteristics of goals associated with the business case for a given assignment or transfer. Accordingly, benefits and allowances will support mobility types for each talent persona.



In this 4-box model, benefits reflect the developmental value to the individual and the value to the business.

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	Description	Career Level	Example of Role
Leadership Development	Providing international learning and development experiences to grow the next generation of leaders (global mindset, international business experience)	Mid-Level Employees	<ul style="list-style-type: none"> Function Management
Early Career & Employee Initiated	Sourcing of early-career talent OR Employee-initiated request for international experience to fulfill personal life objectives	Entry-Mid Level Employees	<ul style="list-style-type: none"> Technical Specialists
Filling Critical Skills Gap	Deploying specialist skill, resource or expertise (i.e., experienced professional) to fill local skill gap or complete a specific project or task.	Mid-High Level Employees	<ul style="list-style-type: none"> Quality, Technical Operations, Finance, Manufacturing Business Development
Executives	Filling mission critical roles strategically with key individuals (top talent, most valuable players) to deliver specific, strategic business results such as: <ul style="list-style-type: none"> Lead business strategy Launch business in new geography 	Mid-High Level Employees	<ul style="list-style-type: none"> Strategy, Supply Chain leadership Region/Country leadership

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By the Numbers

PROGRAM ALIGNMENT

→ **43%**

of companies report that their **top initiative** is to align their mobility program with their talent strategy.

- AIRINC 2023 Mobility Outlook Survey

But here's where companies are right now in the alignment of their mobility program to talent management initiatives:

→ **37%**

Aligned

63%

Not Aligned

- 2022 KPMG GAPP Survey

PERSONALIZATION OF BENEFITS

→ **81%**

of HR leaders need to get **hyperpersonalized** to ensure benefits attract/retain talent.

- Mercer – 2023 Roundtable Session with Weichert



Client Impact

A Manufacturer and Technology Research client underwent a multi-year HR transformation journey to build a sustainable talent pipeline and create an employee-focused workplace. They leveraged a 9-box model as their guide to ensure that mobility benefits reflect the developmental value to the individual and the value to the business. Their resulting core-flex program ensures compliance, while the flexible benefits balance cost containment for the business with growth and development potential for the employee.



Talent Alignment Strategies for Mobility Programs



The Bottom Line

Enhancing the ability to deploy talent worldwide is a strategic priority, both in terms of workforce planning and establishing the company's presence in new locations. Projects and opportunities emerge worldwide, and it is ultimately the employee's decision whether or not to participate in these initiatives.

Encouraging open discussions between managers and employees about mobility will help connect employees who are ready to move with existing transfer opportunities.

Weichert Workforce Mobility has prepared this information from the most current data available. However, the client is advised to consult with their own tax and legal counsel with regard to any interpretation of IRS regulations or subsequent changes in policy.

References:

AIRINC 2023 Mobility Outlook Survey

2022 KPMG GAPP Survey

Mercer – 2023 Roundtable Session with Weichert



Looking for more information on this or any mobility topic?

Email us at solutions@weichertwm.com

Or visit us at weichertworkforcemobility.com