How can a mobility strategy drive success in your organisation?

A practical guide to mobility strategy review and deployment
Contents

Introduction 3
What is a mobility strategy and how can it align to broader business and talent strategy? 4
A step-by-step guide: defining and reviewing your mobility strategy 6
Keeping your mobility strategy current 8
Introduction

Although many businesses are keen to elevate mobility from an administrative to a strategic function, defining and documenting a mobility strategy is still a relatively new concept, which requires aligning business and talent strategies.

To understand the criteria for implementing a successful mobility strategy and how global mobility strategies are applied in practice, our Australian practice interviewed Mobility Leaders at 23 global companies across various industries.

These discussions revealed that a successful mobility strategy:

- Aligns to your broader business and talent strategy
- Is clearly defined, documented and validated

This report draws on insights from Mobility Leaders to help you develop, validate and implement a strategic mobility approach that is right for your organisation.

67% of respondents considered that a global mobility strategy should be linked with their talent management strategy

65% of these companies also link their mobility strategy to their broader business strategy

Despite this 39% of companies interviewed did not have a formal global mobility strategy
Our discussions with multiple organisations revealed that, even though global mobility professionals defined their global mobility strategy differently, many touched on similar themes, including: strategic candidate selection and succession planning; well-defined policy and processes for efficient assignment management; cost reduction and management; employee engagement; and the importance of linking mobility with talent management and strategic business objectives.

Although this helps us to understand what a strategy might cover, it does not yet clearly define what a global mobility strategy is. When considering a mobility strategy, organisations should ask themselves:

1. Why do we need mobility? What is its purpose in our organisation?
2. What are we trying to achieve as an organisation and how will mobility enable this?

Answering such questions will help to guide decision making as you develop and implement your mobility program.
Assessing the strategic components below will help you to develop or review a well-articulated mobility strategy that aligns to your business and talent strategies:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>What are your company’s values and business strategy?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2</strong></td>
<td><strong>How will your mobility program support your business needs, employees and other key stakeholders within the mobility process to achieve your strategic objectives?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>3</strong></td>
<td><strong>How will mobility be part of your talent strategy, including leadership development and coaching, rewards and recognition, and workforce/succession planning?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4</strong></td>
<td><strong>Will mobility play a part in your employee value proposition?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>5</strong></td>
<td><strong>How does your company define a successful mobility program and how will this be measured?</strong></td>
<td></td>
</tr>
</tbody>
</table>

“A mobility strategy is the overall philosophy, current objectives and overall strategy for supporting people and business objectives.”

*Technology company, Global*

“A strategy requires thinking holistically, for pre-deployment through to repatriation. It encapsulates a whole range of issues, talent management, compliance, budget management, general logistics. Strategy implies the organisation has thought about how it will be doing those things in 3-5 years and how this might shift in the future.”

*Entertainment company, Australia*
A step-by-step guide: defining and reviewing your mobility strategy

1. Understand your business strategy
   - Consider conducting stakeholder interviews with organisational leadership to understand how business strategy is being cascaded through all areas of your organisation
   - Hold an open and honest discussion with these leaders about their experience with the mobility program to understand if it meets their needs
   - Through leadership discussions, understand the changes you could make to your mobility strategy to better meet these needs

2. Understand your talent strategy
   - Consider conducting stakeholder interviews with talent leadership and stakeholders to understand how your business strategy is being cascaded through to your talent strategy
   - Discuss how mobility is being used and could be leveraged in future to support your talent strategy, including in:
     - Workforce planning
     - Leadership development
     - Reward and recognition

Periodically revisit discussions based on a regular cycle, change in leadership or based on market considerations (e.g., economic and political changes)
3 Align your talent and mobility strategies

- Share insights gained from leadership discussions, especially where these have linkages with your talent strategy
- Workshop strategies to create or alter the alignment between mobility and talent strategy to meet business needs
- Ensure talent team and mobility team members are clear on their responsibilities for strategy implementation

4 Validate mobility strategy and implement

- Circulate the drafted/revised mobility strategy to leadership and talent stakeholders for validation, considering its impacts on:
  - Policy
  - Processes
  - Operating model/roles and responsibilities
  - Vendor arrangements
  - Assignees including grandfathering considerations
  - Program success measurements
  - Available program related data and insights
  - Develop implementation plans and execute as required

(periodic, change in leadership or based on market changes)
Reviewing and refreshing your mobility strategy regularly is essential to keep pace in a dynamic environment. Many current trends require changes to mobility programs, including: increased regulatory compliance, an ever-changing political landscape and evolving workforce demographics. Given this, how frequently should a mobility strategy be reviewed to ensure it aligns with the talent management and corporate strategy?

Traditionally, mobility professionals review strategies annually, in line with reviews of business and talent strategies, and check in informally with stakeholders more frequently to ensure the program continues to meet their needs. However, in times of uncertainty and change, such as economic challenges or mergers and acquisitions, more frequent reviews are required.

For example, the recent changes to the Australian subclass 457 visa program requires organisations to consider their workforce planning strategy locally to ensure that the immigration requirements for roles are considered in advance. If the Australian market is a common location for graduate assignment rotations or developmental assignments, will this still be possible in light of the visa changes? If not, how will the resource needs be met and developmental opportunities be provided in the future?

Keeping your mobility strategy current

Our discussions also highlighted that, to create a strategy with a sufficient level of detail that is visible to the relevant stakeholders, you need to consider the following questions:

- Who will the mobility strategy be shared with, e.g., policies published for all employees?
- What are the roles and responsibilities of key stakeholders for the program?
- Who is responsible for the mobility program and any periodic reviews required to ensure that the program and strategy remain competitive and meets business needs?
- What is the company’s position around mobility compliance positions/activities?
- What criteria must employees meet to be eligible for a mobility opportunity e.g., skill set, performance requirements, period of services with the organisation?
- What is the scope of the mobility strategy? For example, does this cover contract workers who trigger international liabilities, commuters, external hires and short term business travellers as well as traditional mobility assignments?
- How will you govern and track the success of the mobility program?
- What data analytics should be available to meet business and talent needs?

Of companies interviewed review their mobility strategy on a regular basis
Further afield, Brexit and Donald Trump’s immigration policies will require similar considerations in other markets. Looking ahead, growing nationalism, growth in emerging markets and change in workforce demographics mean that most mobility programs will need to evolve more quickly in future.

Developing or reviewing a mobility strategy should not just consider economic and political factors and regulatory compliance. It also needs to take into account:

- Leadership/broader organisational stakeholder views
- Assignee satisfaction
- Vendor performance
- Mobility team performance
- Mobility cost and return on investment
- Operating model effectiveness

Of those companies EY interviewed, more than 50% consider that their global mobility strategy is implemented daily. Where organisations have identified that their strategies are not being implemented or are only partly implemented, barriers raised through discussions include:

- Lack of support from C-Suite executives/management
- The small size of the global mobility program or lack of available budget
- Industry-specific considerations, such as the program often being project based

When it comes to developing a mobility strategy, stakeholder engagement is key to ensuring alignment between business strategy, talent strategy and mobility strategy as needs change. However, 16% of respondents reported that the global mobility strategy was not visible to leadership.

Overcoming key barriers:

<table>
<thead>
<tr>
<th>Barrier:</th>
<th>The project-based nature of resourcing needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Potential strategic approach:</strong></td>
<td>Aligning with talent can enable mobility to respond quickly to the demands of a project-driven workforce. This may include:</td>
</tr>
<tr>
<td></td>
<td>Understanding available talent for project resourcing globally</td>
</tr>
<tr>
<td></td>
<td>Accessing the talent pool to determine speed to ground in key project locations</td>
</tr>
<tr>
<td></td>
<td>Including mobility as part of all project pursuit and proposal discussions to ensure timing and costs are considered</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Barrier:</th>
<th>Lower volumes in a mobility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Potential strategic approach</strong></td>
<td>Organisations with lower assignee volumes can still become more strategic around mobility by:</td>
</tr>
<tr>
<td></td>
<td>Educating human resource and business stakeholders around the mobility strategy and processes</td>
</tr>
<tr>
<td></td>
<td>Introducing central governance to provide support required given lower volume of movement</td>
</tr>
<tr>
<td></td>
<td>Engaging in earlier discussions with the businesses to ensure the right people are sent on assignment, under the right approach and at the right cost to the business</td>
</tr>
</tbody>
</table>

96% of companies with a global mobility strategy have formally documented their strategy and 50% of these companies provide visibility of this strategy to their employees.

89% of participants who note their strategy is implemented in practice ensure leadership visibility.
Next steps for you

As an organisation you have an important opportunity to transform your mobility program to create a function that is strategically driving value for the business beyond compliance considerations – value that can be accurately measured using data analytics. The first critical steps in doing so are:

- Defining the purpose of mobility for your organisation
- Outlining and documenting a mobility strategy that aligns with business and talent needs

By completing these initial steps, and revisiting them periodically as needs change, you will be able to measure program success and demonstrate the value delivered to the business – both now and in the future. This will enable you, as a mobility professional, to position yourself as a strategic advisor to the business.
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organisation, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organisation, please visit ey.com.

About EY’s People Advisory Services
As the world continues to be impacted by globalization, demographics, technology, innovation and regulation, organizations are under pressure to adapt quickly and build agile people cultures that respond to these disruptive forces. EY People Advisory Services believes a better working world is helping our clients harness their people agenda – the right people, with the right capabilities, in the right place, for the right cost, doing the right things.

We work globally and collaborate to bring you professional teams to address complex issues relating to organization transformation, end-to-end employee lifecycles, effective talent deployment and mobility, gaining value from evolving and virtual workforces, and the changing role of HR in support of business strategy. Our EY professionals ask better questions and work with clients to create holistic, innovative answers that deliver quality results.

© 2017 Ernst & Young, Australia.
All Rights Reserved.

APAC No. AU00003104
PH1730775
ED None

This communication provides general information which is current at the time of production. The information contained in this communication does not constitute advice and should not be relied on as such. Professional advice should be sought prior to any action being taken in reliance on any of the information. Ernst & Young disclaims all responsibility and liability (including, without limitation, for any direct or indirect or consequential costs, loss or damage or loss of profits) arising from anything done or omitted to be done by any party in reliance, whether wholly or partially, on any of the information. Any party that relies on the information does so at its own risk. Liability limited by a scheme approved under Professional Standards Legislation.

ey.com/au