



SIRVA | BGRS

Pulse Survey

# The Growth of the Employee Mobility Function

October 2022

# Introduction

As the remit for Employee Mobility teams continues to evolve and expand, Mobility leaders must balance the need to make significant contributions to the broader organizational talent agenda with the ongoing demands of managing existing programs. If Employee Mobility is to become the strategic partner in driving talent development and business expansion, what should be the most pressing priorities for the function? In this timely report, summarizing the results of a recent pulse survey, SIRVA BGRS's Mobility Experience Solutions experts assess areas critical to establishing a baseline for the Mobility function's structure and offer key considerations for changes to drive performance. The areas covered in this report are:

- The changing structure of the Mobility function
- The capabilities and skillsets required for performance excellence
- The new priorities that are intended to drive Mobility functions' alignment with business and HR objectives

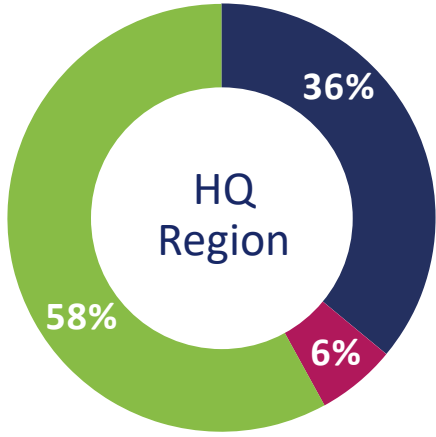
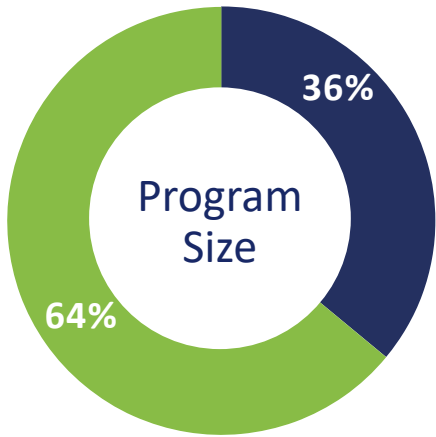
We hope this study is insightful to Mobility professionals around the world, as each organization works toward optimizing the Employee Mobility function to enable business success.

SIRVA BGRS would like to thank all the companies and Employee Mobility professionals that dedicated their insights and time to participate in this important study.



# Pulse Survey Respondent Profile

This report is based on responses from 75 organizations, representing a cross-section of industries across regions and managing mobility programs of various sizes.

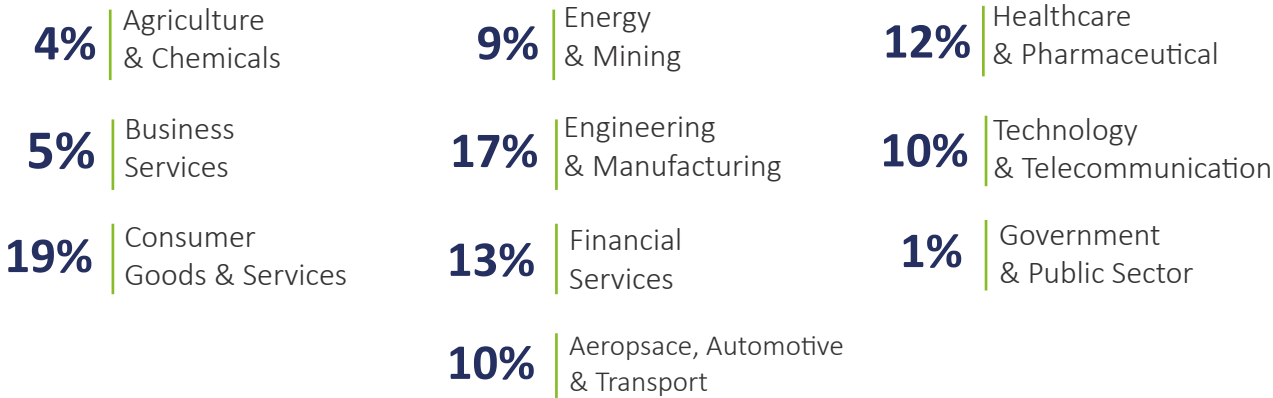


**Large:** Represents annual volume of 101 or more cases

**Small:** Represents annual volume of 1-100 cases

**Americas** **EMEA** **APAC**

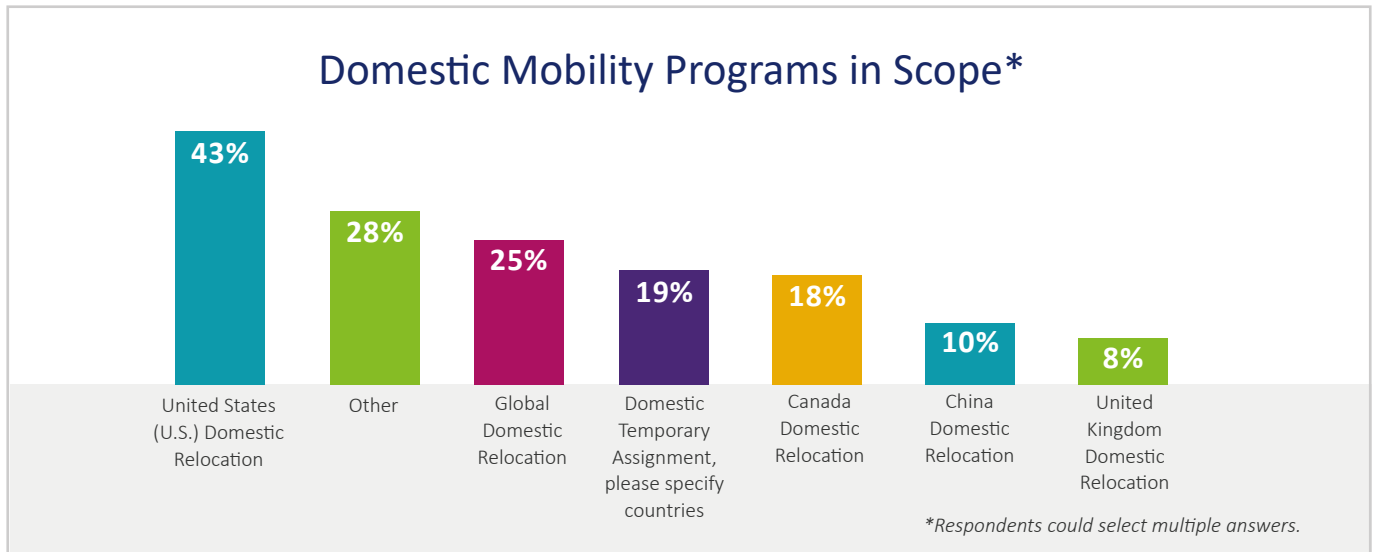
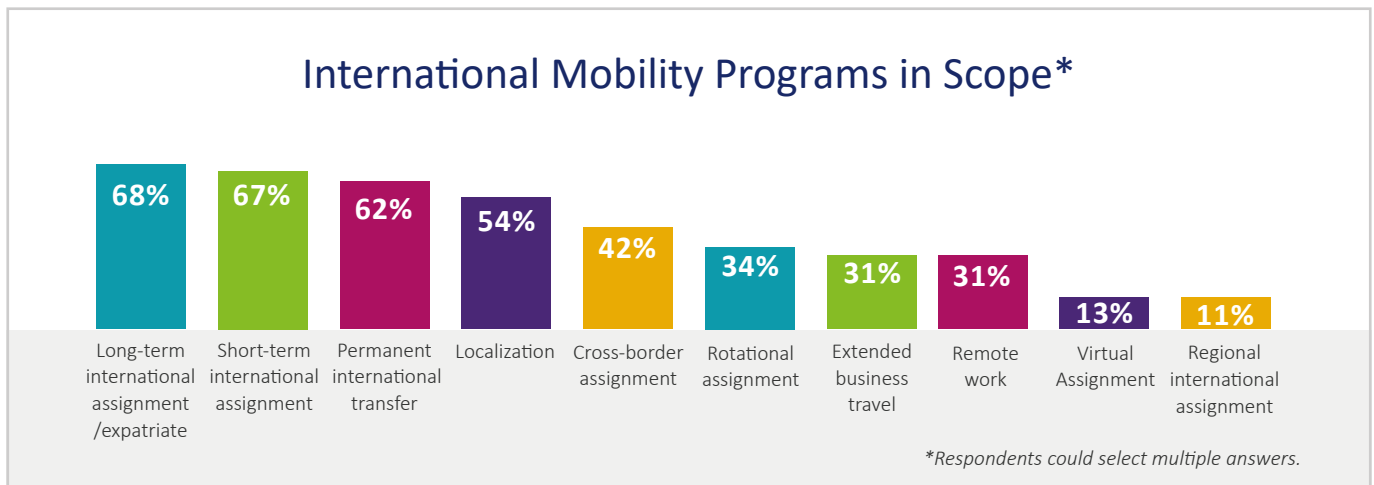
## Industry Representation:





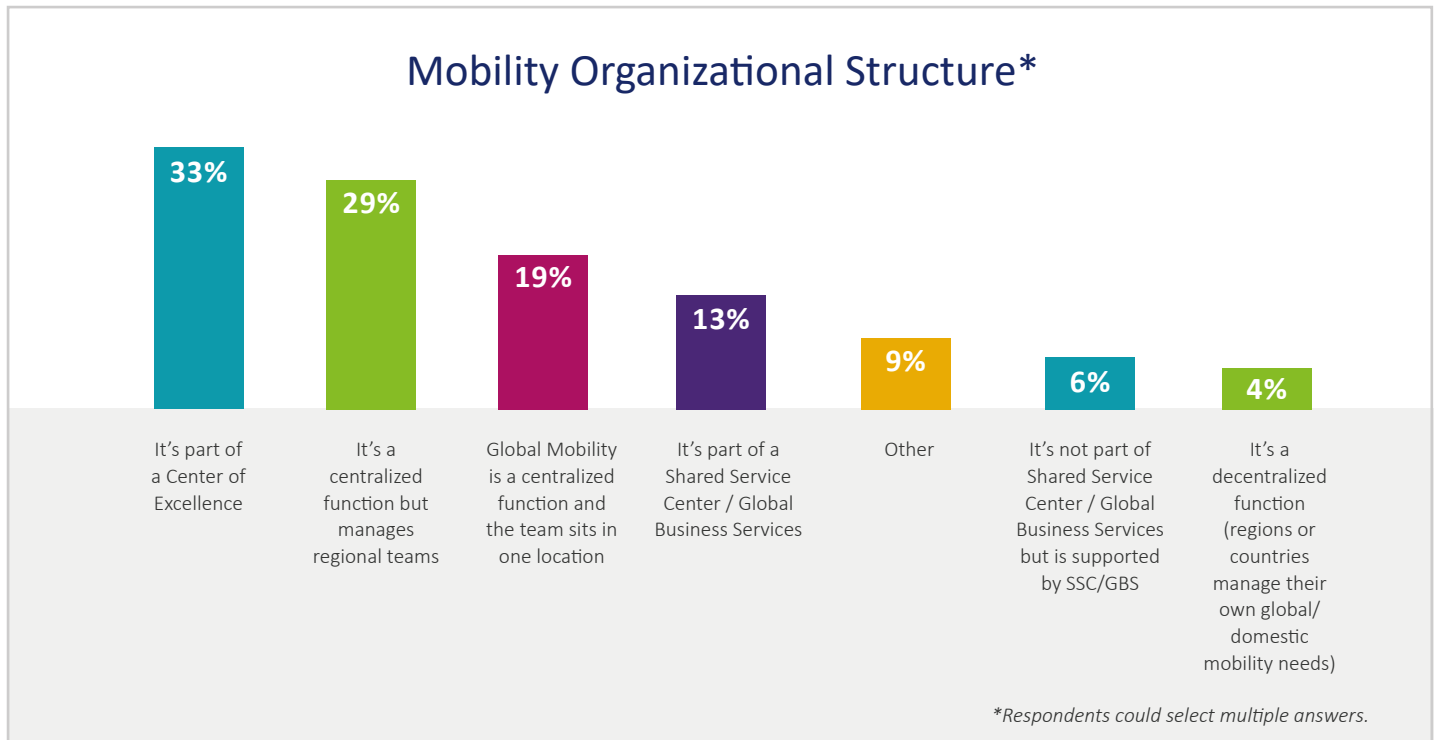
# Employee Mobility Program Types

The suite of programs within Employee Mobility’s management is expanding with remote work reported by nearly a third of respondent companies as within the function’s responsibility. A smaller subset of participants (13%) cited virtual assignments as included in the Mobility function’s remit. In SIRVA BGRS’s 2021 Talent Mobility Trends Survey, conducted at the height of the COVID-19 crisis, many respondents had reported remote work and virtual assignments as newly emerging forms of employee mobility. So, the subsiding COVID-19 crisis appears to be having a lasting impact with the expansion of programs within Employee Mobility’s scope of responsibility.



The majority of domestic program types reported by respondents are traditionally within the function’s responsibility. However, domestic programs appear to be on the rise with a quarter reporting this program in their domestic suite. The dramatic adoption of remote and/or flexible work arrangements by most organizations in recent years provides a likely explanation for the increase.

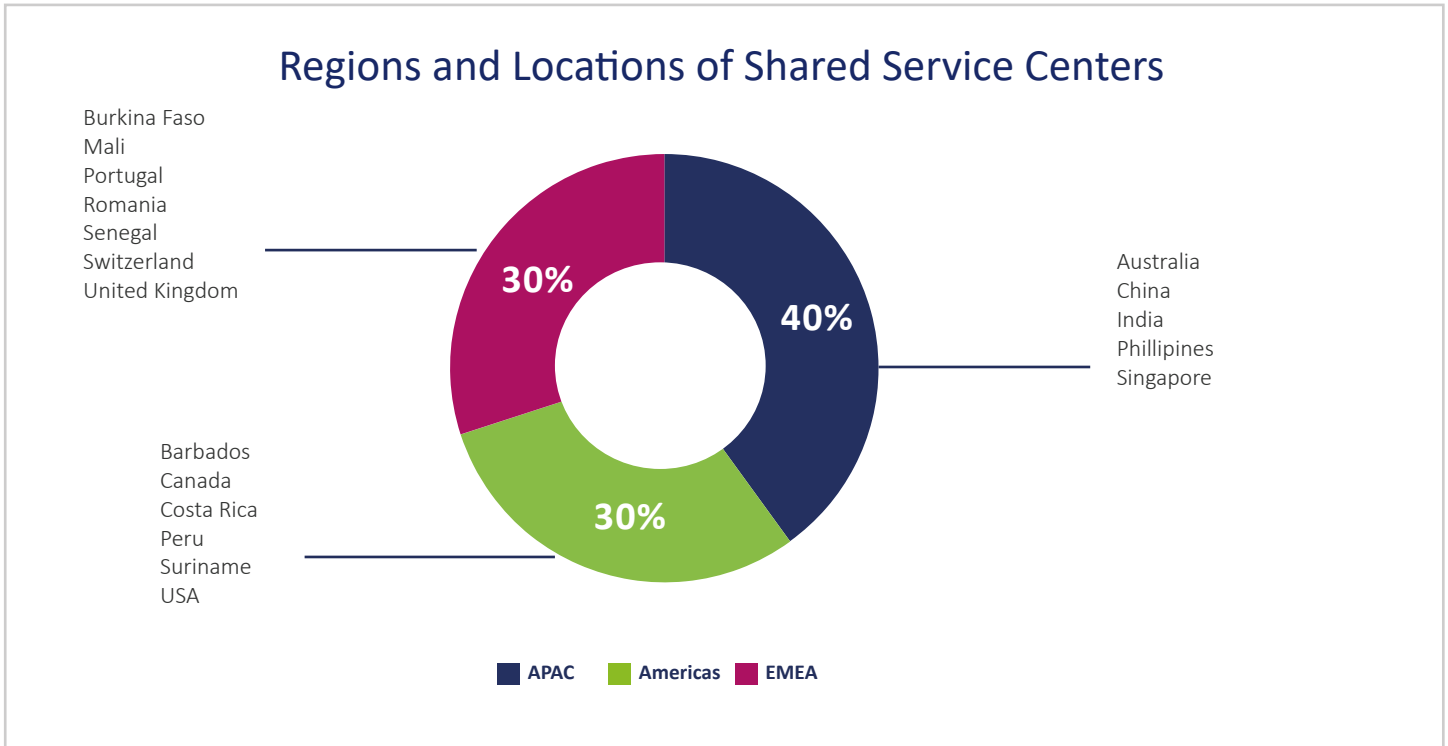
# Current Employee Mobility Function Structure



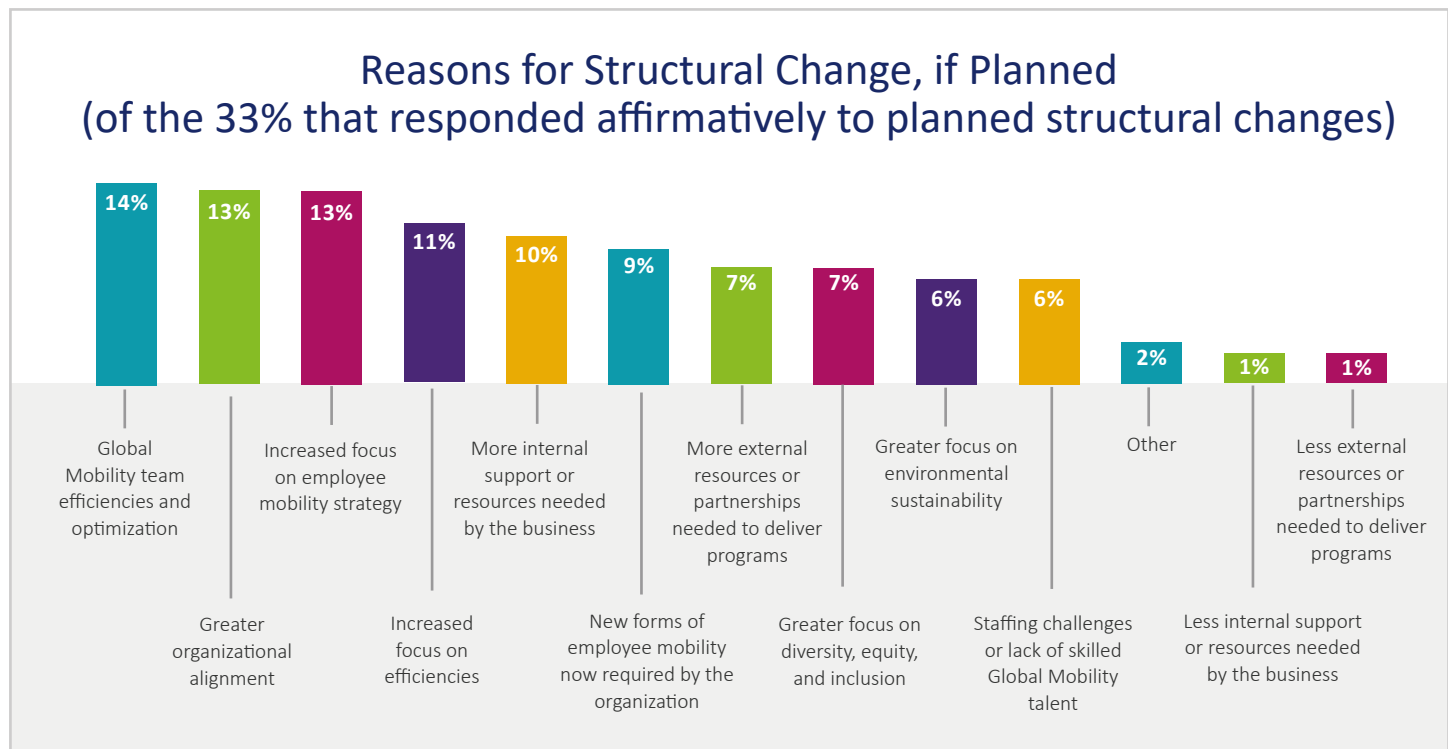
Employee mobility is more complex than ever with the introduction of new forms of employee mobility, such as remote work, virtual assignments, more challenging compliance environments, and changing standards for the mobile employee experience. As a result, one third of respondents report the function is organized in Centers of Excellence (COE), with models often put in place to concentrate on the strategic alignment of the mobility function between the business and other corporate functions. Often, organizations with COE mobility models allocate team members to the regions to address local alignment requirements. A minority in this study report the function is part of a shared services model (13%), focusing on delivering mobility programs through regional resources. The locations of these shared service centers appears to be evenly distributed among EMEA and the Americas, with a slightly higher number of centers in APAC.



# Current Employee Mobility Function Structure

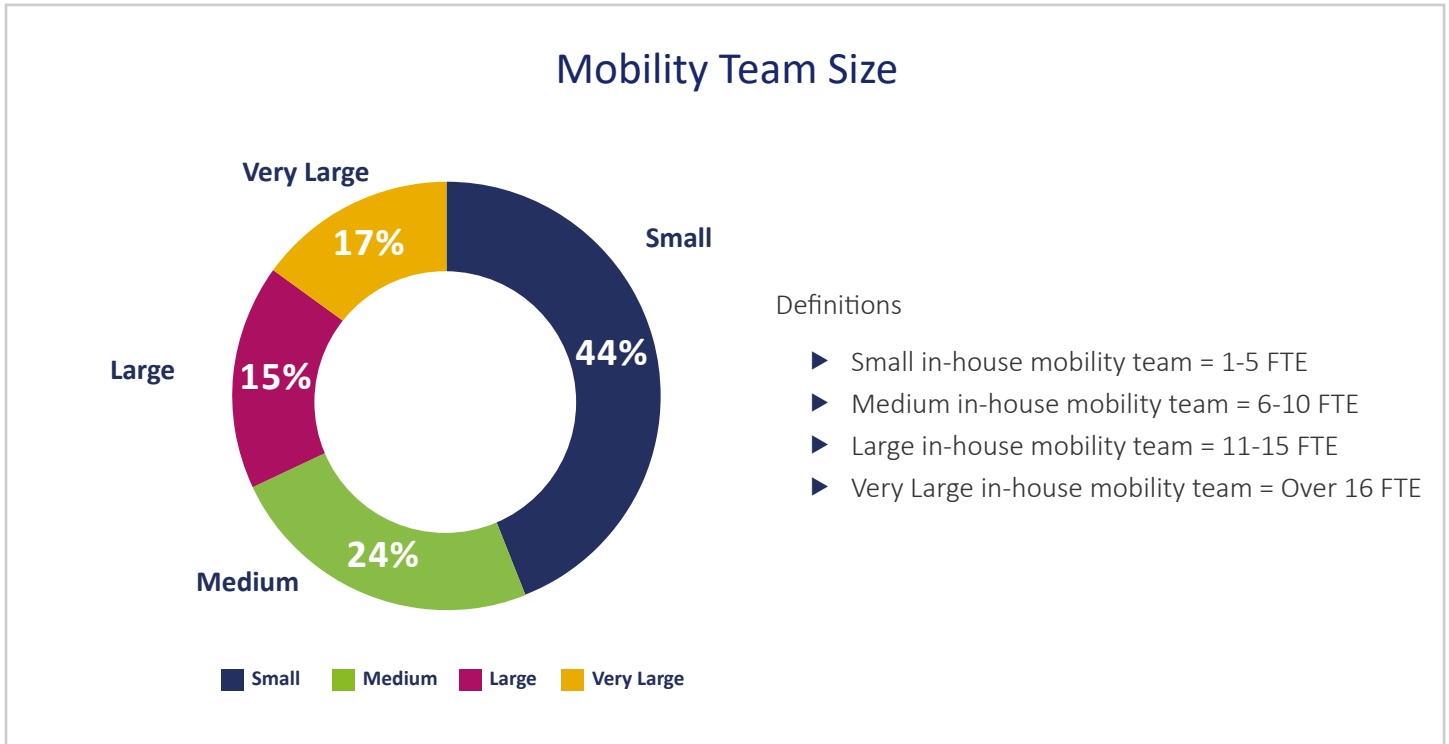


While most companies reported no plans for structural changes (67%), the 33% that are planning team organizational changes cited greater strategic focus and efficiencies as the top rationale. The respondents planning team changes were almost equally represented in organizations with larger and smaller programs.





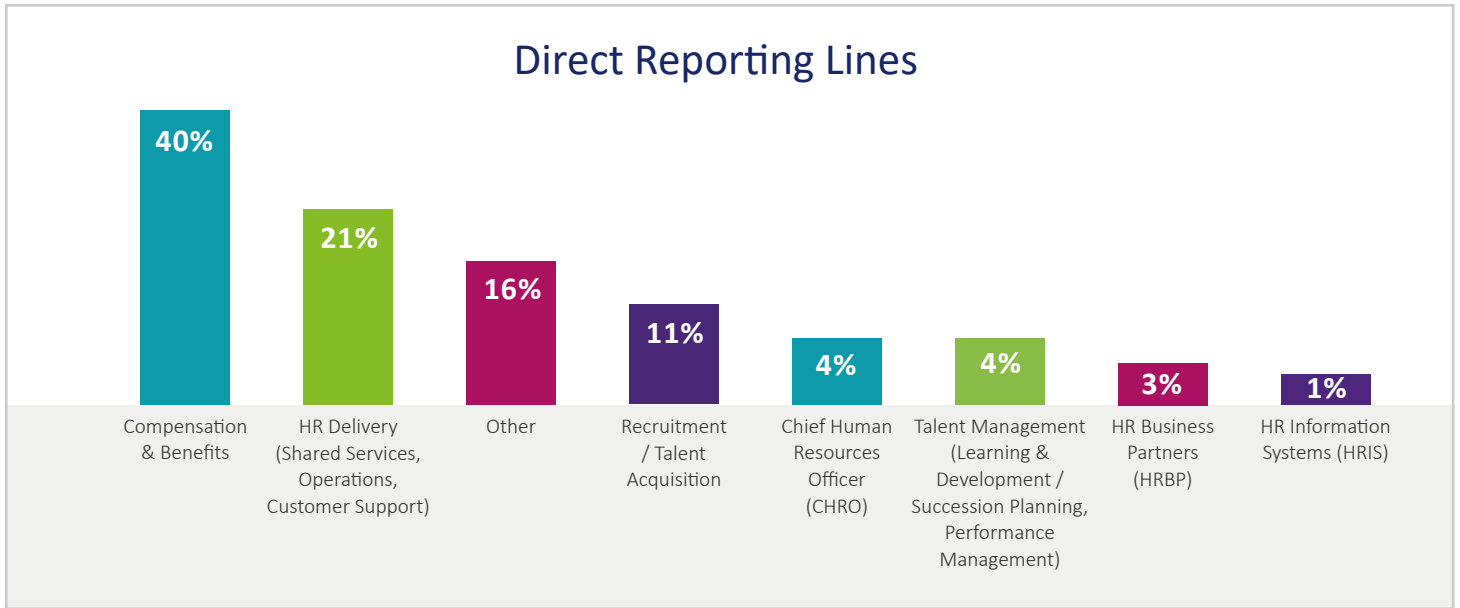
# Current Employee Mobility Function Structure



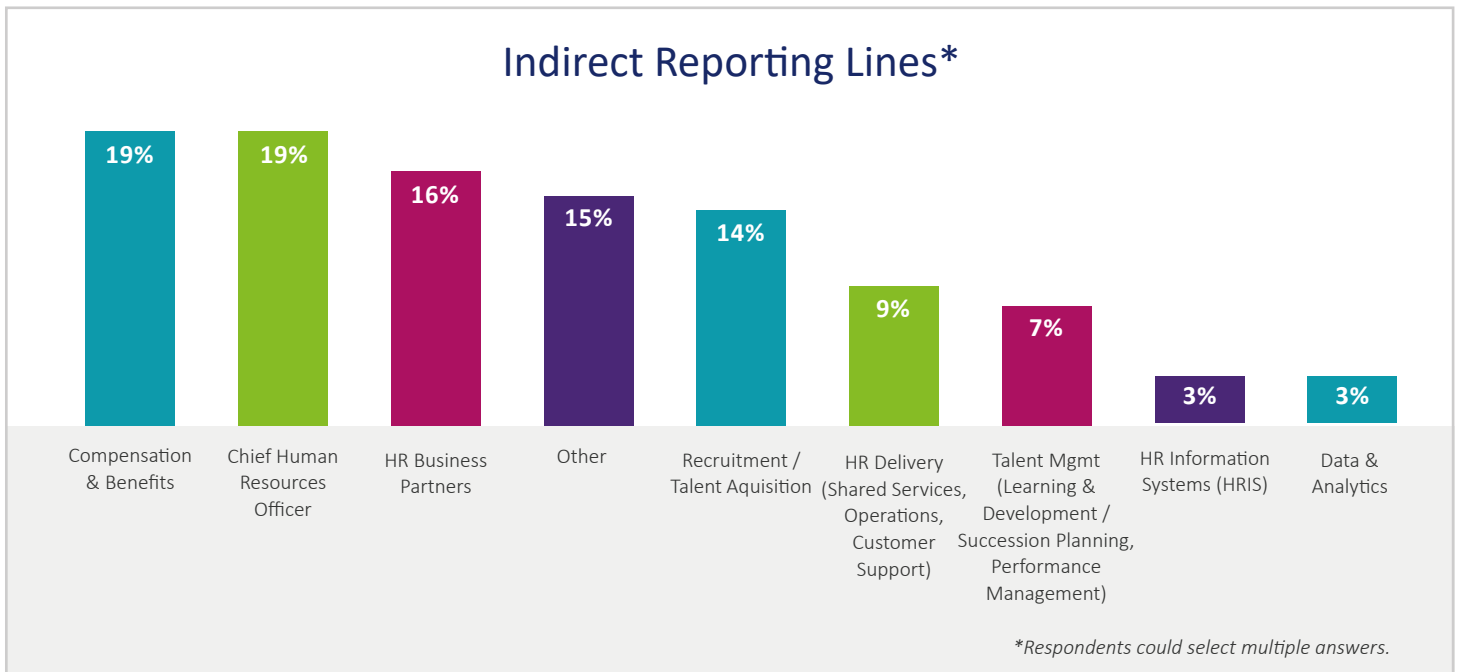
The greatest portion (44%) reported their organization has a small mobility team (see definitions key). The least common was organizations with very large (17%) or large (15%) teams. The vast majority do not have a Chief Mobility Officer (84%), Vice President (80%), or Senior Director (85%) in Mobility. In addition, half of the participants do not have a Director on the team. This data would suggest the respondents supplement their delivery model with outsourcing. External firms typically have the subject matter expertise, fully skilled teams of consultants, and can offer digitization and automation of delivery processes to manage even the most complex cases.



# Current Employee Mobility Function Reporting Lines



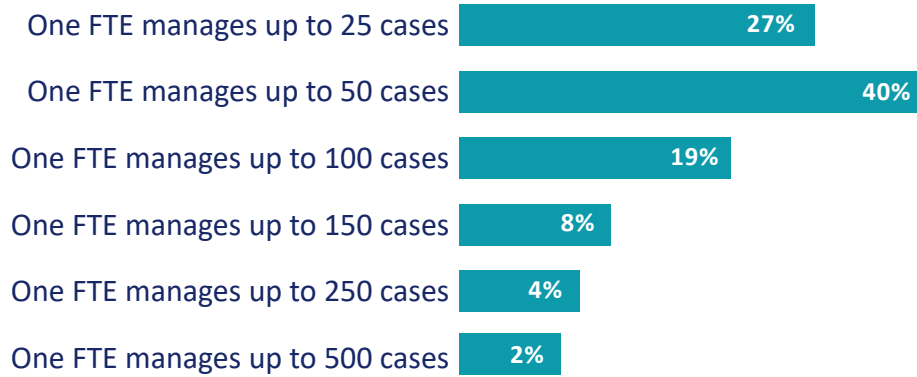
The majority of companies' Employee Mobility functions report into Compensation & Benefits (40%) or HR Delivery (21%). Only a small proportion currently report directly into Talent teams, which would suggest the functions may face challenges in positioning mobility programs strategically talent enablers. However, 33% of those that report into Compensation & Benefits and 45% that report into HR Delivery report supporting broader talent priorities among their top 3 future objectives.



# Team Member Caseload Ratio

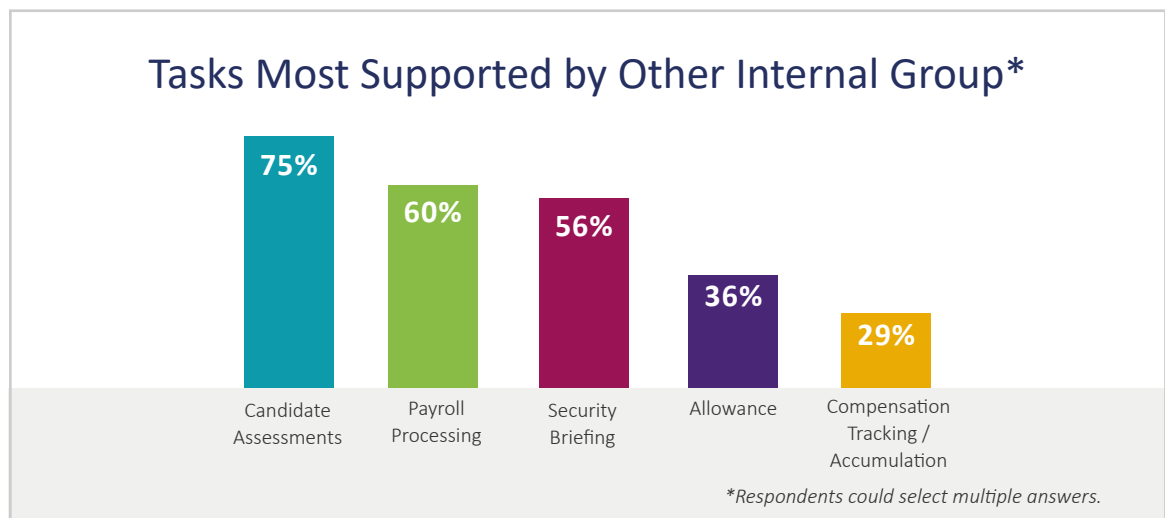
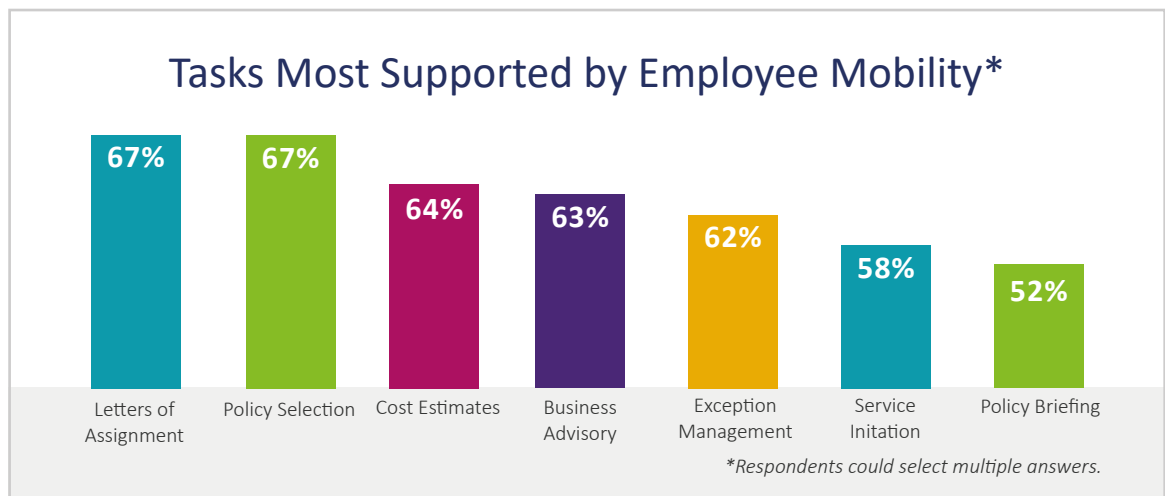
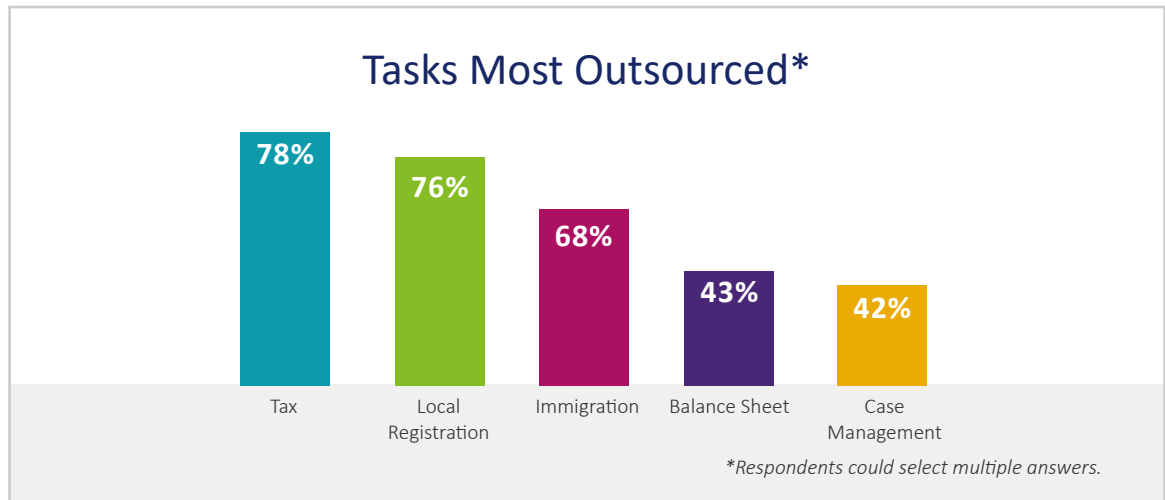
As a functional focus area, case management was ranked as 'very important' for 67% of large programs and 33% of small programs, which may suggest external providers take on the primary responsibility for service delivery in larger programs. Where organizations retain case management internally, just under one half of organizations report one full-time employee (FTE) is assigned up to 50 cases (40%) and more than a quarter report one full-time employee manages up to 25 cases (27%).

## Caseload per Full Time Employee (FTE)





# Task Ownership



# Employee Mobility Current and Future Objectives



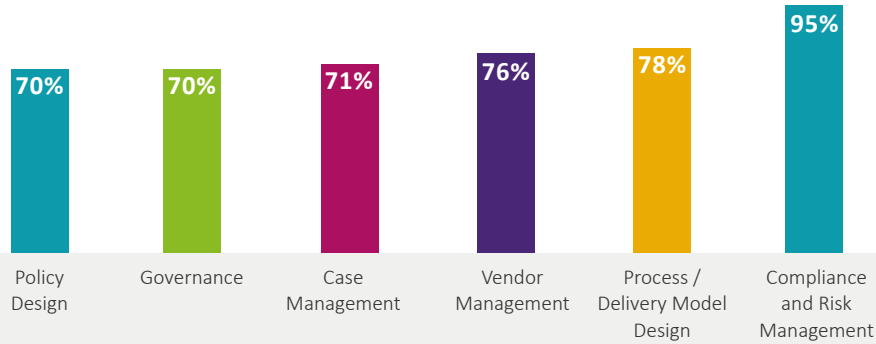
Currently, the majority of Employee Mobility leaders are focused on improving the employee experience (18%), operational excellence (18%), and compliance and risk management (17%), as well as enabling or supporting broader organizational talent goals (17%). This suggests respondents are working on objectives to stabilize program delivery after a tumultuous few years. Looking ahead towards the next 3-5 years, supporting broader organizational talent increases further as the main priority (24%), with digital enablement as key area of focus as well, from 7% currently to 12% in the near future. The shift in objectives represents a move from a more operational focus as a result of the turmoil of the past few years, towards a more strategic agenda to align with broader organizational interests.

Mobility teams are recognizing the work required to evolve their mobilization programs to meet new talent expectations by the business. As new forms of employee mobility take hold within a more complex compliance landscape, organizations seem to be planning for the increased investment in the growing range of market-ready mobility technology.



# Employee Mobility Focus Area

## Functional Performance Areas Identified as Very Important\*



*\*Respondents could select multiple answers.*

Compliance and risk management was the leading priority for strategic focus, with 95% of respondents noting this as 'very important'. Companies with larger programs (vs. smaller ones) put more emphasis on process/delivery model design (76% vs. 52%), technology enhancements (61% vs. 33%), and analytics and reporting (48% vs. 24%). All of the strategic areas were generally designated by respondents as 'very important' or 'somewhat important', with no more than 10% deeming any strategic area as 'not important'. This highlights the renewed shift toward working on the strategic infrastructure of the programs over the more transactional focus in years past.

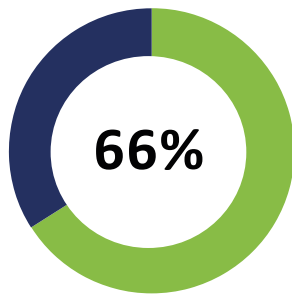




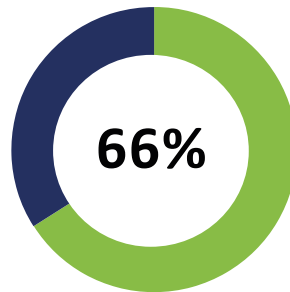


# Business' Changing Perception of Employee Mobility

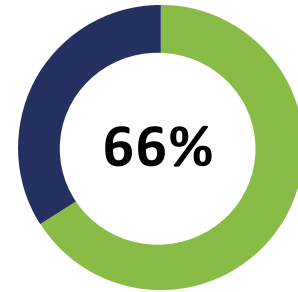
## Business Expectations from Mobility



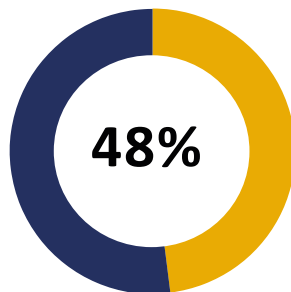
Managing Compliance / Risk Management



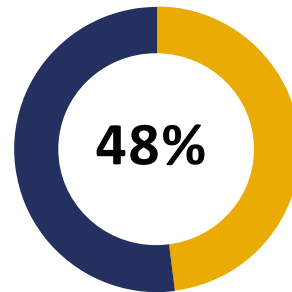
Executing Talent Management and Planning



Supporting Employee Business Planning



Driving organizational brand by offering opportunities and enabling key talent attraction



Supporting diversity, equity, and inclusion throughout the organization

Many survey respondents indicate their businesses now expect the Employee Mobility function to support business planning and broader talent agendas. The business's changing perception of the strategic value of Employee Mobility has leaders involving Mobility teams in employee business planning to utilize programs to attract key talent in a highly competitive job market. This is achieved, in part, by disseminating international opportunities among a more diverse workforce.

So, when asked about the required skills for future Employee Mobility professionals, business partnering to support broader commercial needs, program design to customize mobility solutions, and effective communication skills ranked as the top three. This evolution of future requirements for the function are a deviation from the transactional task-oriented capabilities which have dominated the attention and time of mobility professionals in past years.

## Future Skills Required for Employee Mobility

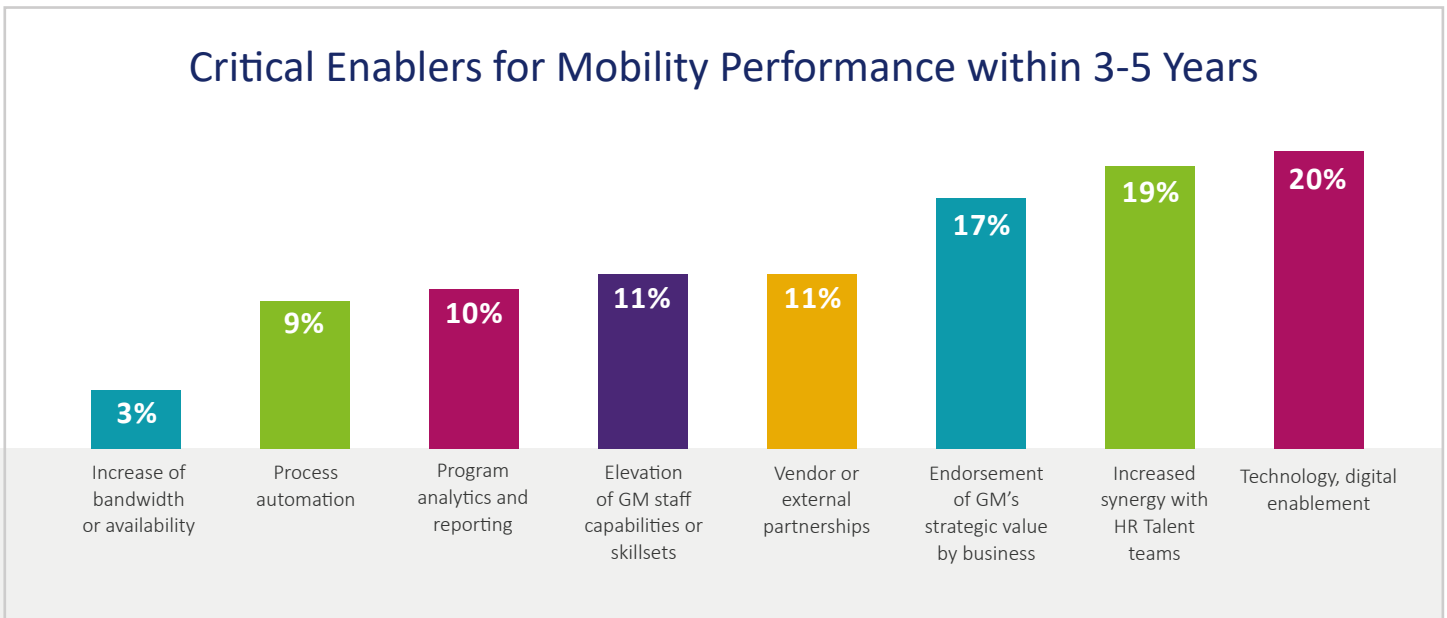
### Top 5 Skills

- ▶ Business partnering
- ▶ Mobility program design
- ▶ Communication
- ▶ Project management
- ▶ Cultural adaptability

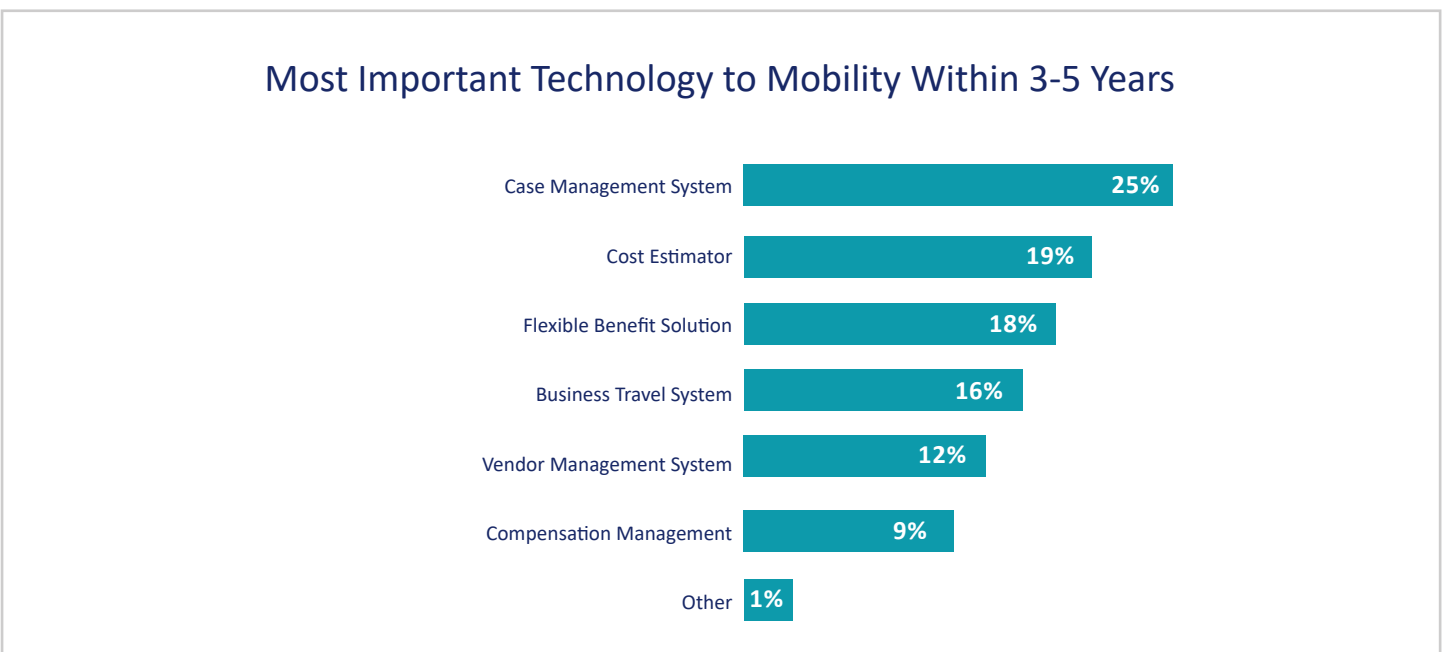
# Enabling Future Optimal Performance

For many organizations, resource constraints have long been an obstacle in improving processes to evolve employee mobility programs and better performance of the function. Respondents cited investment in technology and digital enablement and establishing greater synergy with HR Talent teams and processes as the most critical enablers to meet business expectations in the next 3-5 years. Respondents cited case management systems, cost estimators, flexible benefits solutions, and business travel systems as most needed for the function's future optimal performance.

## Critical Enablers for Mobility Performance within 3-5 Years



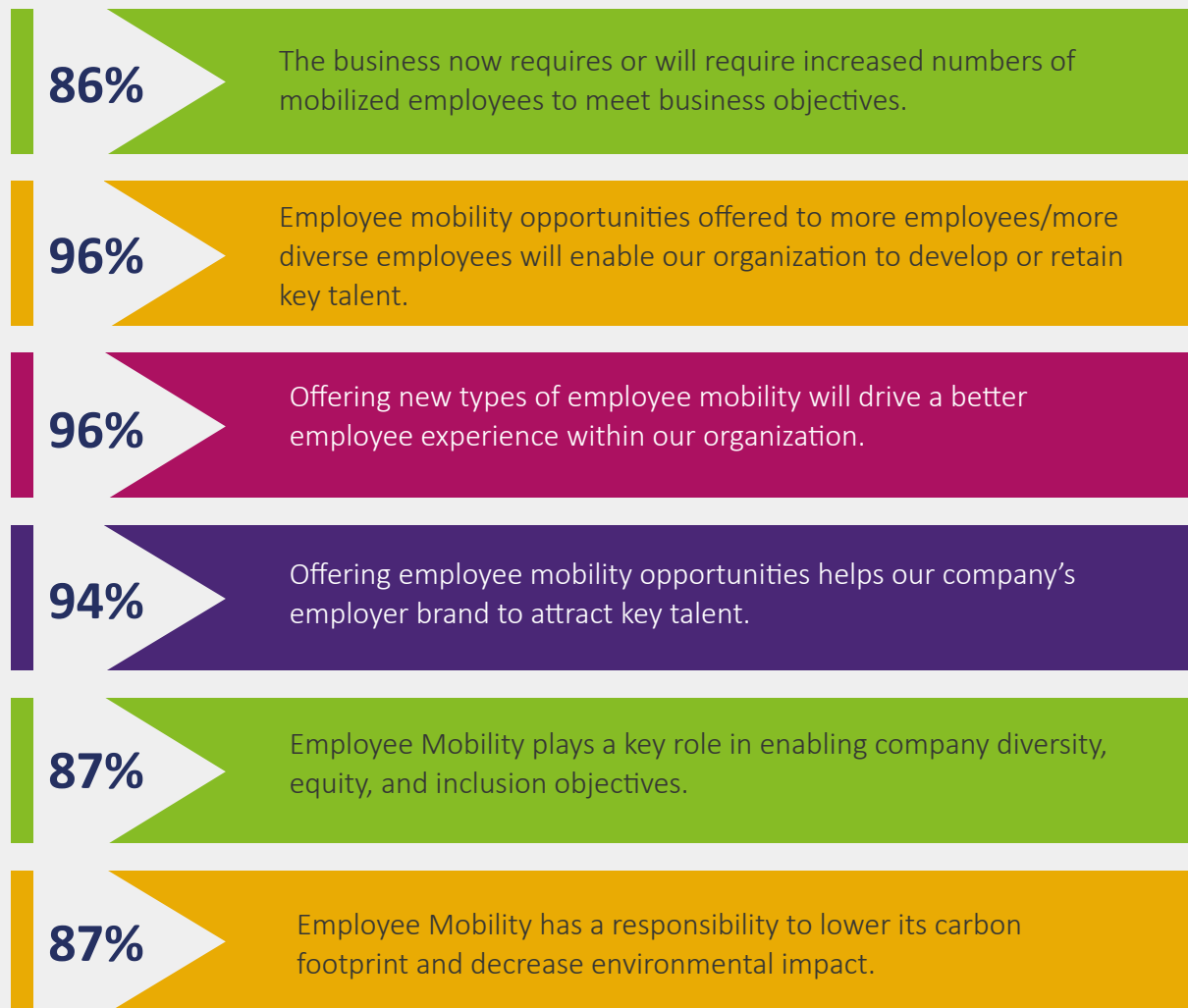
## Most Important Technology to Mobility Within 3-5 Years



# Employee Mobility Value Propositions

We asked the survey participants how the value proposition of employee mobility is evolving through a series of statements. Consistent with other findings set forth earlier in this report, statements around the increased use of mobility programs to attract key talent in today's competitive job market, and the necessity to cater to diverse mobile employee profiles, were confirmed by the majority of respondents. In addition, with mobility programs becoming more prominent and imperative in business and talent planning, Employee Mobility teams are recognizing that their work must align with broader organizational objectives, such as sustainability and promoting Diversity, Equity, and Inclusion (DEI).

The findings below represent respondents who reported the propositions were 'true' or 'somewhat true':



# Conclusion

The findings of this study on the current state and future intentions for the Employee Mobility function reveal there is much organizational opportunity to be leveraged by Mobility teams. Employee mobility is shifting to keep up with the pace of change prompted by recent global events, new industry resources and innovations, and evolving customer demands. The study shows that Employee Mobility teams are aware of the strategic nature of the work that now must be undertaken and appear to be in the planning stages to ensure the function's longevity and future success.





### **About SIRVA BGRS Worldwide, Inc**

*SIRVA BGRS Worldwide, Inc. ("SIRVA BGRS") is a global leader in relocation and moving services, offering solutions for the employee relocation industry.*

*With 77 locations servicing 190+ countries, we offer an unparalleled global footprint supported by extensive product offerings and robust technology solutions that support organization's global and diverse workforces.*

*From relocation and household goods to commercial moving and storage, our portfolio of Brands (Including SIRVA BGRS, Allied, northAmerican, Global Van Lines, Alliance, SIRVA Mortgage and SMARTBOX) provide a superior relocation and moving experience to both corporate and consumer clients.*