SIRVA® Worldwide Relocation & Moving

Annual Mobility Report

TALENT MOBILITY FOR BUSINESS GROWTH – ALIGNING PRACTICES TO DRIVE ORGANIZATIONAL IMPACT

Aligned to Deliver

Mobility service delivery by function and move type
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The SIRVA Mobility Report, *Talent Mobility for Business Growth – Aligning Practices to Drive Organizational Impact*, focuses on the challenges and opportunities associated with the increasing need and prevalence to **align organizational growth and talent strategy with mobility.**

A demand exists to design and administer a mobility program that addresses critical focus areas of the organization through policy support and service delivery model.

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NOTE: *When reading the information and interpreting the data, please note that the percentages are calculated based on the companies who responded to each particular question. Not every question is relevant to all of the companies, so percentages will vary between questions. All percentages are rounded to the nearest whole number.*

Introduction

The SIRVA Mobility Report explores the shift towards a more strategic mobility function, rather than a function that is *primarily* focused on operational excellence and program administration. The "new" execution framework is expected to provide the required operational support (either directly or through partners) as well as additional advisory services to guide the organization and its stakeholders to make smarter decisions regarding candidate selection and mobility support. Mobility expertise supports the business to better understand candidate viability, potential for assignment/relocation success and how best to prioritize employee experience, as well as business objectives, including revenue and budget considerations.

The evolution of talent mobility as a strategic enabler of growth initiatives presents a significant opportunity for functions supporting these moves. Mobility functions must become more consultative, flexible and proactive to keep pace with the changing demands of a global workforce. Based on the specific goals, objectives and needs of an organization, a variety of options to scale and elevate the talent mobility program exist—from leveraging internal resources to engaging specialized service providers to vendor-based delivery of a defined functional scope of services.

Participants

The report provides data and insights on mobility program administration based on **143 participants representing 134 unique organizations,** spotlighting delivery models rather than policy as a way to support the priorities of both the organization and the relocating employee.

The survey responses indicate some areas of program misalignment that may limit the effectiveness of mobility functions to facilitate talent objectives and organizational growth. SIRVA offers insights on topics such as resource requirements, technology enhancements and mobility industry disruptors.

SIRVA would like to acknowledge and thank the companies who participated in the survey. Their contribution offers valuable insight into the strategic alignment of global mobility as it relates to talent and business growth.
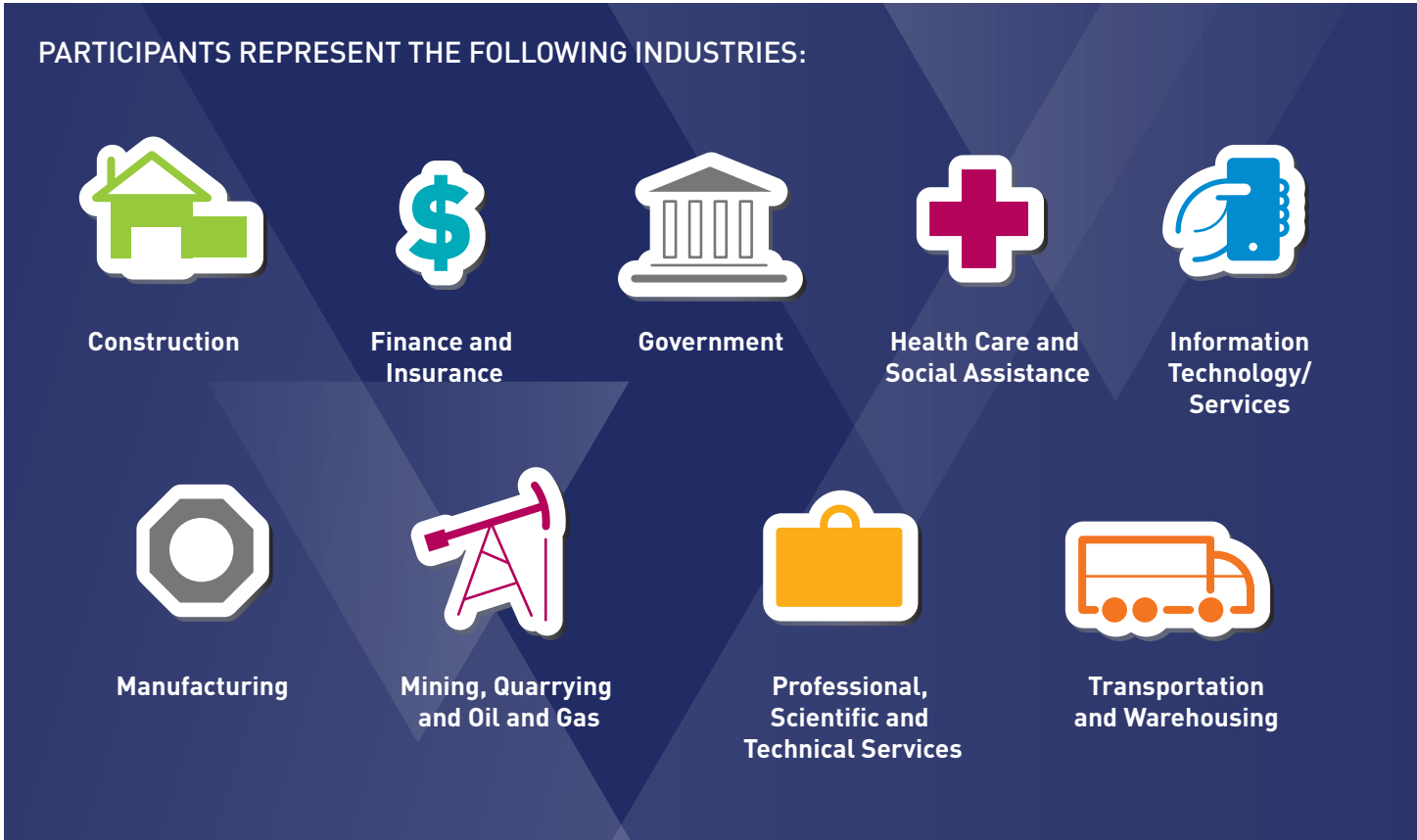
Survey Participants at a Glance

HIGHLIGHTS

43% Non-US Corporate Headquarters

54% Global and Domestic Mobility Populations

90% Mobility Program Managed by Talent, Compensation & Benefits or Other HR

ABOUT THE COMPANIES

68%

with annual revenue of over $1 Billion

PARTICIPANTS REPRESENT THE FOLLOWING INDUSTRIES:

Construction

Finance and Insurance

Government

Health Care and Social Assistance

Information Technology/ Services

Manufacturing

Mining, Quarrying and Oil and Gas

Professional, Scientific and Technical Services

Transportation and Warehousing

ABOUT THE TEAMS

24%

Responsible for making relocation and/or moving decisions for employees

57%

Share/influence decision making for relocation and/or moving of employees

43%

Personally involved in assisting employees to relocate and/or move for business purposes

30%

of Mobility Teams manage their populations based on geography (moves in or out of a particular country or region)

ABOUT THE PROGRAMS

90

Average Permanent Relocation Moves per Year

66% Anticipate a population increase in one year

74% Anticipate a population increase in three years

207

Average Domestic Relocation Moves per Year

33% Anticipate a population increase in one year

35% Anticipate a population increase in three years

186

Average International Long Term Moves per Year

59% Anticipate a population increase in one year

85% Anticipate a population increase in three years

27

Average International Short Term Moves per Year

49% Anticipate a population increase in one year

56% Anticipate a population increase in three years

54

Average Extended Business Travelers per Year

41% Anticipate a population increase in one year

44% Anticipate a population increase in three years

Mobility Program Demographics

Disruptive trends, including changing workforce demographics, are driving transformation in how a mobility program supports employee and organizational needs and preferences.

Total program volumes are not declining, however, organizations are experiencing a shift in relocation types. Short term assignments, extended business traveler and permanent relocation (global and domestic) programs are replacing traditional long term assignments as viable alternatives to address resource challenges and to foster employee engagement and development. This swing is a reflection of an organizational push for change, as well as the changing attitudes of potential candidates about long term relocations. Employees are not as eager to disrupt their life and the lives of accompanying family to accommodate business preferences.

Current relocation volumes favor domestic permanent relocations (intra-border moves, including US domestic, average population size of 207 employees), followed closely by international long term assignments—senior to mid/low tier employees (average population size of 186 employees). "Local plus" populations, defined as permanent relocations with support above the traditional "basic" support, were higher on average than the more

traditional international permanent relocations offering "basic" support (47 versus 43 average employees).

For all relocation types, population volumes are expected to remain the same or increase over the next one to three years, with the highest likelihood of increase for international short term relocations (49%) and extended business travelers (41%).

The scope of what is expected of mobility functions has expanded in response to demographic shifts. They must be well versed in country-specific entry/departure compliance and support requirements, and must demonstrate awareness and sensitivity to cultural differences that need to be addressed via mobility policy and processes. Mobility functions must adapt their competencies to include specialized knowledge to manage the complexities of today's mobility landscape. Available resources with the right expertise are a commodity, and organizations must address the potential disconnect between required (preferred) skills and the actual skills of mobility resources. Mobility functions are being asked to manage larger, more diverse populations under a more complex program framework, without impact to stakeholder or employee experience. Teams must rely on efficient processes that leverage technology and must engage with partners that acknowledge the culture of the organization and the program needs. Customization and flexibility are the "new normal" when it comes to mobility programs, and all stakeholders must learn to adapt.

There are now more moves to more locations than ever before to respond to business growth and talent needs.

Over 46% of the participants characterized the alignment of their mobility delivery model to organizational business and talent objectives as misaligned or neutral

Aligned to Deliver

While the majority of organizations characterize the purpose of the mobility function (related to business support) as a mix of operational/administrative support and strategic business advisory services (62%), 28% indicate a need for mobility to focus solely on business advisory services. Currently the perception of mobility as focused on business partnering is at 16%, indicating an opportunity to better align.

Organizational Focus

Organizational growth (38%) and talent development (22%) are ranked as the highest priority of the participants' overall corporate culture, and talent development/employee relocation is rated "very important to the organization's overall success of business and talent strategy". Yet, when participants were asked if career/work experience outside of an employee's home/origin location was a key requirement for career advancement, only 44% responded in the affirmative.

Mobility Perception

Only 50% of survey participants rate their mobility program support model as "somewhat" or "completely" mature, further evidenced by the fact that only 10% of mobility functions are managed under the talent function. Over 80% of mobility functions are managed under a human resources function (Compensation and Benefits or Other), indicating that stated organizational priorities are not, in practice, supported by strategic mobility. There is evidence that the "branding" of mobility as a critical success factor in achieving business growth and talent objectives has not been successful. Employees do not view relocation as a perquisite for career advancement. The importance of mobility in business success is under-represented based on employee perceptions.
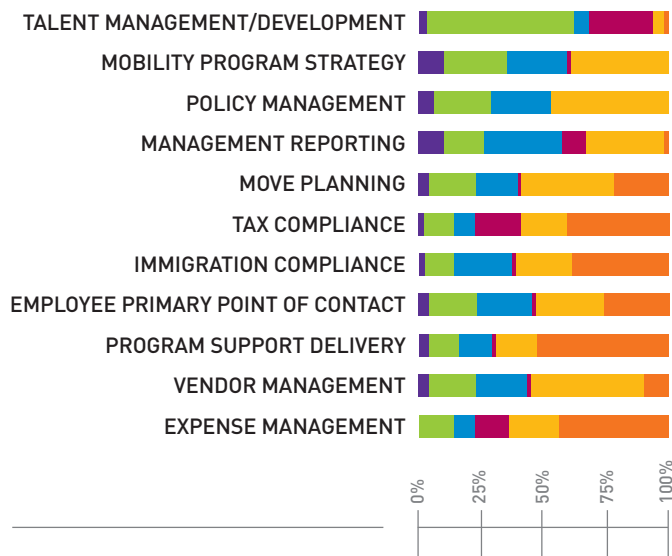
Organizations can bridge the gap between operational and strategic mobility by implementing a program that provides the appropriate infrastructure to recognize organizational and employee preferences through customization, flexibility and cost awareness. Additional focus on enhancing communications regarding the importance of mobility is a critical factor of success. Employees and the organization must be aware of the potential value of mobility, achieved in some cases by a direct link from talent to mobility.
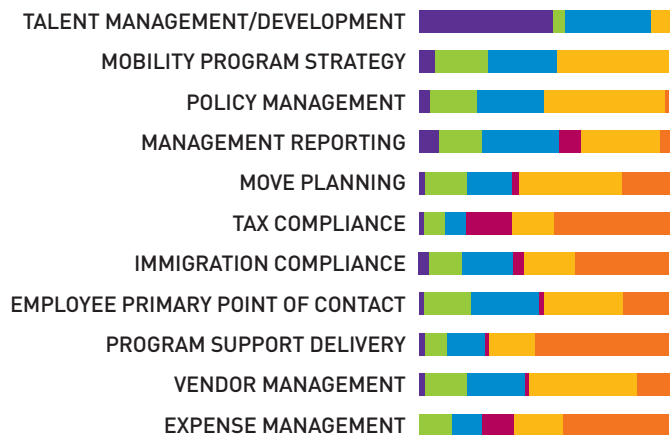
A mature mobility program support model is characterized by a consistent and efficient delivery model, and a global policy framework that supports organizational growth, business and talent needs.

Observations and Insights

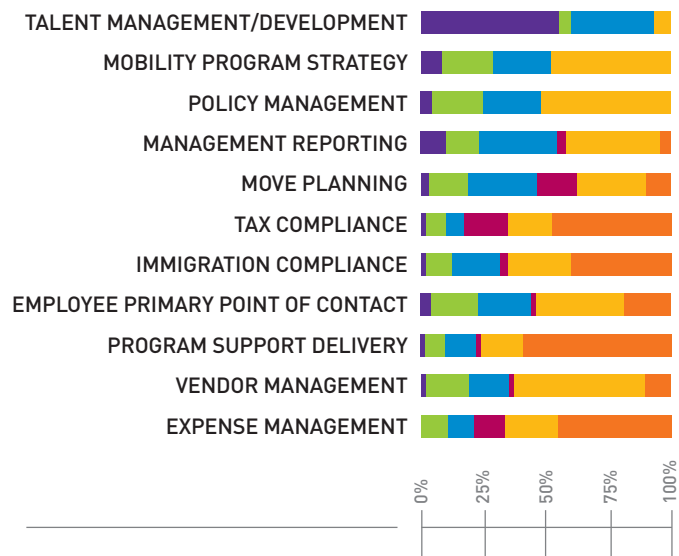**What department or group generally holds primary responsibility or oversight for delivering support?**
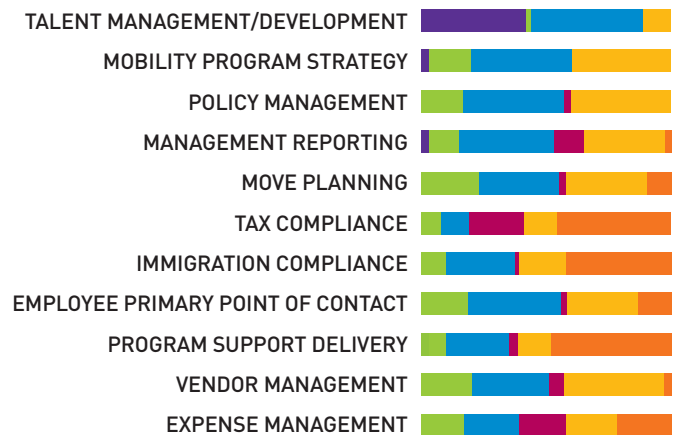
LONG TERM: SENIOR TOP TIER

- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

(0% 25% 50% 75% 100%)

LONG TERM: MID/LOWER TIER

- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

(0% 25% 50% 75% 100%)

SHORT TERM

- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

EXTENDED BUSINESS TRAVELER

- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
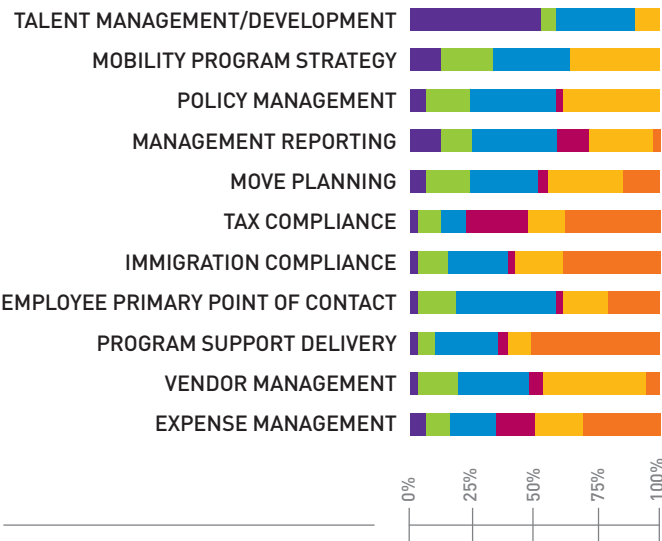- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

Participants were asked "What department or group generally holds primary responsibility or oversight for delivery support for the following deployment lifecycle activities: talent management/development, mobility program strategy, policy management, management reporting, move planning, tax compliance, immigration compliance, employee primary point of contact, program support delivery, vendor management and expense management". Participants were prompted to select from six functional categories (talent management/development, compensation/benefits, other human resources, finance/tax, other internal mobility staff, and external vendors) to match activity with responsible party. The question was repeated for seven defined move types, and the results are represented visually in the above graphs.

SIRVA's hypothesis was that based on the expectation that different move types have different value for both the employee and for the organization, the way in which each move type was managed would have the opportunity to flex. In other words, the function that supports long term senior/top tier moves may not be the function that supports the same activity for short term or extended business traveler moves. The employee profile may be different and the reason for the deployment is different – so why does the delivery of support need to be the same? That hypothesis would hold true only where the organization's preference
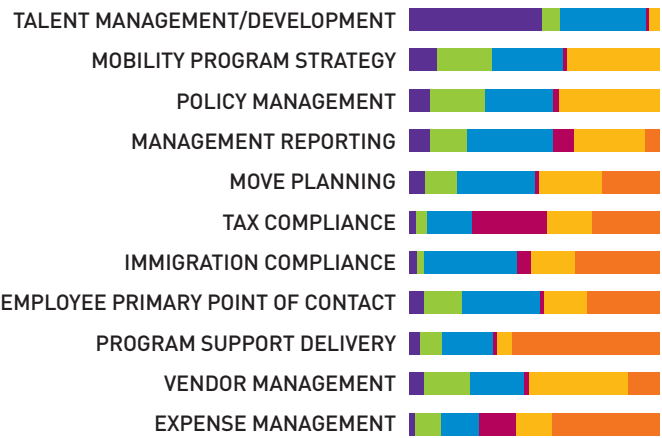
for a strategic mobility function aligned with the actual structure of the mobility function. Not surprisingly, in many cases the way in which the mobility function delivers services does not support strategic mobility.

For 45-67% of participants, the employee's primary point of contact was an internal resource, with variations based on move type; only 9-24% of participants indicated an external resource as the employee's primary point of contact. Consider the role of the primary point of contact. Responsibilities typically fall to answering questions and managing process, timelines, status, payroll, exceptions, as well as dealing with escalations and general issues – none of those activities are highly strategic; none of those activities add significant value to either the employee or the organization. Are those activities critical to the success of the move? Absolutely – without operational efficiencies and control points, the move may result in a failure. Yet the data suggests that while there is some focus on mobility partnerships with business stakeholders, as well as stakeholder/employee experience and program controls, there is room for improvement. Potential program cost savings (overhead reduction), program efficiencies and greater opportunity to partner with stakeholders may be realized by leveraging internal or external resources, allowing a shift from an operationally focused mobility function to a consultative function.
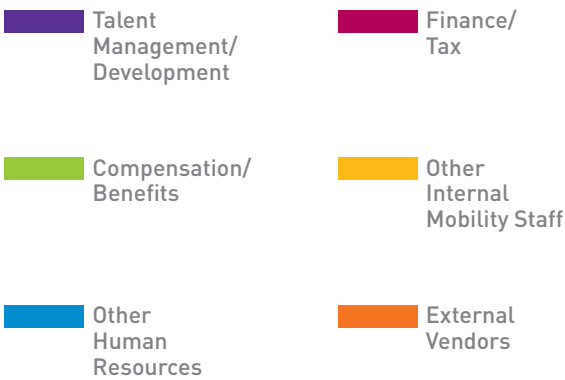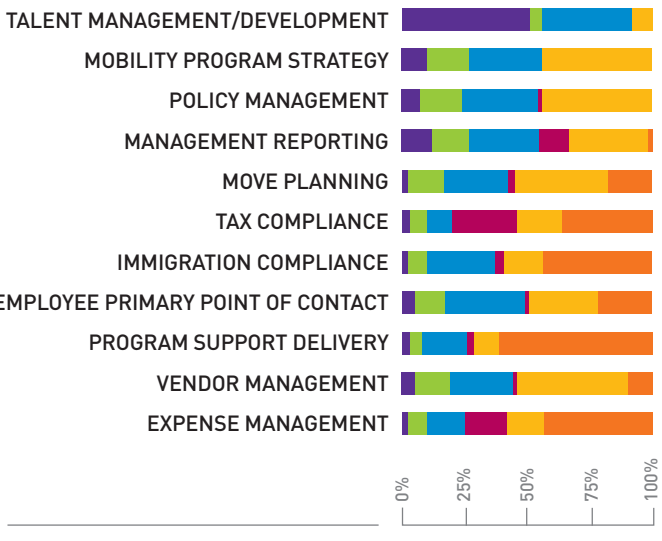
INTERNATIONAL PERMANENT RELOCATION: LOCAL PLUS

Horizontal stacked bar chart (0%–100%) for the following functions:
- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

INTERNATIONAL PERMANENT RELOCATION: STANDARD

Horizontal stacked bar chart (0%–100%) for the following functions:
- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

PERMANENT RELOCATION: DOMESTIC

Horizontal stacked bar chart (0%–100%) for the following functions:
- TALENT MANAGEMENT/DEVELOPMENT
- MOBILITY PROGRAM STRATEGY
- POLICY MANAGEMENT
- MANAGEMENT REPORTING
- MOVE PLANNING
- TAX COMPLIANCE
- IMMIGRATION COMPLIANCE
- EMPLOYEE PRIMARY POINT OF CONTACT
- PROGRAM SUPPORT DELIVERY
- VENDOR MANAGEMENT
- EXPENSE MANAGEMENT

Legend:
- Talent Management/Development (purple)
- Compensation/Benefits (green)
- Other Human Resources (blue)
- Finance/Tax (magenta)
- Other Internal Mobility Staff (yellow)
- External Vendors (orange)

Under 50% of participants indicated that talent management is supporting talent management/development for all move types. The talent management function was most involved for all move types except long term senior/top tier moves. These are the moves that involve the future leaders of the organization; employees that have a direct impact on the success of strategic organizational priorities. Yet the talent management function is rarely involved in these moves, which is a clear disconnect for organizations who strive to engage a strategic mobility program. Why is the talent management function more engaged for extended business travelers and permanent relocations (global and domestic)? The data does not represent a strong link between mobility and talent for senior level employees—an opportunity for better alignment and synergy for the two functions.

The data also indicates significant opportunities with regard to tax and immigration compliance services delivery. Given the specialized and technical knowledge and skills required for compliance activities, we would have expected that external vendors would provide tax and immigration compliance services in most, if not all, instances for all moves types. This is not reflected in the data. While the delivery of tax and immigration compliance is most commonly provided by external vendors, participants indicate that these services are also provided by all five of the other functions. It would seem that the complexities of the compliance environment would drive a shift towards the use of external vendors with specialized knowledge and expertise – a clear opportunity to not only increase program efficiencies, but potentially minimize exposure to non-compliance risk.

In all instances, external vendors did not provide support for mobility program strategy. The finance/tax was only involved in mobility program strategy in a small number of instances. This data aligns with expectations. What is surprising is the lack of consistency across moves types in terms of the function that does provide mobility program strategy support. Given that all moves types fall under the "mobility" umbrella, we would have expected consistency with regard to mobility program strategy. Yet deviations exist from move type to move type, with other internal mobility staff and other human resources reflected as the most prevalent response.

Overall the data indicates opportunities for mobility functions to both better engage with talent management functions and to realign the delivery of services to facilitate opportunities for consultative interactions with business stakeholders regarding mobility.

Policy Response to Disruption and Unpredictability

Increased policy segmentation ("structured flexibility") and the ability to customize relocation benefits based on business and/or employee needs are helping organizations to keep pace with some of the challenges that accompany global expansion and shifts in employee preferences.

Successful mobility teams consider not only innovations to policy support, but also innovations in the way in which support is delivered.

Revising an existing policy framework

As mobility priorities align more closely with the strategic talent priorities of the organization, deployment opportunities become a component of the global employer's value proposition for attracting, developing and retaining high-performing and business-critical talent.

The traditional policy framework that supports long term (1–3 year), short term (up to 12 months) and permanent relocation deployments is branching into a rich delta of alternative assignment types.

ALTERNATIVE MOVE TYPES

Tiered programs that reflect the different value proposition of the deployment for both the organization and the employee are on the rise.

Permanent relocations, short term moves and extended/ frequent business travel programs are rising in popularity around the globe. In China, for example, short term moves are growing, driven by project/task completion (68%), employee development (56%) and business needs (53%), at a time when other assignment types grew more modestly[1].

1. WERC/SIRVA: *Talent Mobility in China* https://www.sirva.com/en-us/insights-and-publications/detail/talent-mobility-in-china-2017

Rethinking program support delivery methods

Delivery of mobility support is evolving to align with personal and organizational goals. Core/flex and lump sum policies are increasing in popularity as both put more control over the allocation of relocation spend in the hands of relocating employees.

Lump sum policies provide an opportunity for relocating employees to choose support that best suits their needs and preferences. Lump sum policies can be structured as a one-time payment that also provides direct delivery of services for specific types of support (e.g., household goods shipment, tax compliance) or as a straight lump sum.

Flexibility and customization present challenges, whether they are applied at the program level (e.g., long term developmental moves) or on a case-by-case basis. Efficiencies generated from process repetition are minimized, as is the ability to utilize technology to drive and manage process. Programs must be managed to include control points that allow for cost management and program audit. Mobility functions are expected to educate stakeholders and employees on the impacts of one decision over another, including cost implications.

Lump sum approaches present a potential risk tied to employee experience, and program owners are encouraged to develop materials to support "smart" employee decisions regarding the allocation of relocation spend.

> **Over 43% of participants characterize the alignment of the organization's mobility policy framework as "misaligned" with organizational and talent objectives.**

What Drives Mobility Costs?

When you consider mobility program costs, initial thoughts likely focus on policy support such as household goods shipments, housing allowances and home sale incentives. This does not account for the "invisible" spend related to administering the program.

The majority of participants (48-72%, reflects variations for different move types) are unable to quantify spend per relocating employee. Where survey participants were able to quantify spend per relocating employee, 17-37% (reflects variations for different move types) indicated spend under US$10,000 for:

- Employee Contact, File Management and Support
- Third-Party Suppliers for Service Delivery
- Internal Headcount (Mobility/Relocation Full Time Equivalents)

The above applies for all move types – international and domestic.

Organizations that are looking to increase efficiencies within their program and provide an enhanced level of support to business stakeholders and relocating employees should consider the following:

Mobility Scope of Services What services are the mobility function delivering to customers and employees (either directly or through a vendor)? Do these services leverage core competencies of the team and is there a more efficient way to deliver? Does the mix of services delivered (strategic advisory services, operational program administration) align with the defined mobility (and organizational) strategy?

Partnerships Partnerships between mobility functions and internal or external subject matter or process experts provide the option to leverage the knowledge, expertise, global reach and operational infrastructure of each partner. The specific business drivers for working with a partner differ by region, and range from elevating mobility to a more strategic level to cost reduction.

Role Profiles Are mobility team roles defined and tiered according to the skills and capabilities required to support mobility customers and employees? Do mobility team resources possess the appropriate competencies and credentials to deliver against defined responsibilities?

The average relocation packages costs over...

- **$1.2 million for long term,**
- **$520,000 for short term, and**
- **$189,000 for permanent transfer.[2]**

The above reflects only the spend related to policy support.

The introduction of efficiencies related to employee management and program administration offer the potential for significant mobility program savings.

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2. Data pulled from SIRVA's Global Database of

Mobility subject matter experts are required to understand key challenges and changes to be at the forefront of research and trends.

Capabilities Alignment Mobility challenges differ by region/country and change frequently. Mobility subject matter experts are required to understand key challenges and changes to be well-versed on mobility research and trends. Does your team have the knowledge and expertise required to identify and minimize potential risk without significant administration time required?

Technology Is your mobility function using all available technologies (internal or external) to automate tasks, processes and workflows and to provide self-service options (as appropriate) to business stakeholders and relocating employees? Does your technology provide enough transparency to activity status and information to minimize engagement with mobility resources? Can native systems integrate with mobility-focused systems? Does technology enable management reporting?

Reporting Does your mobility data provide real-time insights and information that can be used to impact organizational directives, resourcing decisions and proactive talent management to support the business?

Return on Investment (ROI) Tracking How do you define "return on investment" (ROI)? What data points are required to capture ROI? What systems are available to pull data? Who receives the reporting output? How can you use the ROI data to influence and inform future decisions regarding deployment?

Process Documentation Are process roles and responsibilities clearly defined, including service level agreements (SLAs), performance expectations (quality), control points and escalation procedures? Do mobility resources have enough lead time to prepare for and manage a pending relocation?

Continued focus on program cost rationalization through efficiencies demands that mobility operate as effectively and efficiently as possible.

Over 64% of organizations do not track ROI.

Over 34% of participants indicated "Not Applicable" when asked what type of technology was used to support big data/mobility trend analysis.

Big Data

Workforce globalization has created expansion and development opportunities for organizations across the world, but as the size of the playing field has increased, so has the complexity of tracking relevant mobility data—information that mobility functions and business stakeholders need to make critical, cost-wise decisions.

Analytics platforms enable mobility managers to extrapolate historical relocation information from hundreds of thousands of past relocations to generate performance, financial and operational reports, in addition to the ability to track ongoing program costs, policy exceptions, relocation statuses and satisfaction survey results.

The lifecycle of a relocation requires touchpoints from a multitude of sources, both internal and external to the organization. Each touchpoint represents an opportunity for data that can be used to enhance and improve the end to end mobility process and experience. Gathering, reviewing and extrapolating this data is challenging due to the immaturity of the systems used or because of the number of systems employed to manage the process. Internal HRIS systems house demographics and talent data; external vendor systems for providers such as benefits, tax, immigration and relocation management companies house compliance, expense, program cost and satisfaction data. When combined, the data points from each of these systems can provide a holistic view of the mobility ecosystem, which in turn can drive innovation, predictive insights and smarter, more thoughtful mobility. The challenge is the ability of the organization to identify, define and mine the data that is scattered across multiple systems, in varying formats, and often with little to no integrity or quality.

The solution to this challenge is the development of web-based dashboards that link disparate systems to provide mobility managers and business partners a comprehensive view of mobility operations, program demographics and trends. Access to these dashboards enables mobility managers to monitor their programs in real time, identifying and mitigating potential risks and needs before they have significant impact on the organization or the specific relocation. Mobility managers are also armed to shift the conversation from "I think" to "the data suggests" to make informed decisions based on real-time, comprehensive data rather than gut instinct. For example, by correlating employee demographics data with destination information, mobility managers may be able to identify employee profiles that have the highest indicator for relocation success in a particular location, resulting in improved candidate selection and minimized cost associated with relocation failure (early termination, employee attrition).

Pursuing Transformation

Over 55% of participants indicated that the mobility function had undergone a transformation in the past three years, with over 81% acknowledging that the transformation had an impact on how the mobility function operates within the organization. Data suggests that these transformation activities were largely focused on rationalizing spend tied to mobility policy rather than delivery model. 48% of participants are unable to quantify program administration spend; 47% of participants said their mobility service delivery model is misaligned or neutral to the organization's business and talent objectives. There are clear indicators of opportunities to improve the nature and level of support provided to business stakeholders and relocating employees.

The need to fill resource gaps and to attract, develop and retain critical talent is impacted by the success (or failure) of a mobility program. The link between long term organizational strategy and mobility must be clear in order to garner support and recognition of mobility's significance.

How can your mobility function aid the organization to keep pace with today's challenges to deliver on company opportunities?

Shift mobility from the operational to the strategic Robust selection procedures, clear and agreed objectives and repatriation planning (as appropriate) impact the success of the assignment. It is important to think about how the mobility program can support strategic goals, including talent acquisition and development, and organizational transformations tied to mergers and acquisitions, divestitures and global expansion. Awareness of organizational transformation activities provides an opportunity for proactive mobility solutions to manage existing populations and to plan for day one (post transformation) responsibilities.

Align mobility with the wider organization and talent teams Truly strategic mobility functions are aligned with the rest of the organization. In practice, time pressures, a lack of insight into business strategy, uncertainty around global and regional remits and cultural differences can make it difficult to link mobility approaches consistently across all business units and geographies. A starting point for demonstrating alignment to organizational strategy is connecting relocation types with business goals. The success of the move is maximized when the purpose of the move is clearly stated, and when policy and process support aligns to meet stakeholder and employee expectations. Controls for candidate selection and approval and management reporting support transparency of the program. Successful mobility functions strive to

48% of organizations are unable to quantify program administration spend

"We move the people that move the world."

Mirela Marin, *Director Global Mobility Rewards, Manulife Financial*

collaborate with key stakeholders within the organization—particularly talent and learning and development teams—to maximize the benefits of deployment. Talent mobility, when managed appropriately, can strengthen employee engagement and performance, as evidenced by indicators such as attrition, performance and length of tenure.

Develop organizational awareness Strategically aligned mobility programs take account of the wider, economic, industry and demographic contexts. Mobility functions should create depth in programs by understanding and acknowledging external factors and trends. An appreciation of the wider operating environment will help plan for the longer term. A broader understanding means mobility is able to speak the same language as business leaders to understand the types of roles that they are looking to fill, in addition to employee preferences and perceptions related to mobility.

Communicate internally about the mobility program Mobility has historically had a relatively low profile in most companies, due in part to the perception that mobility is a purely operational function. This perception limits interaction with key influencers. Maximizing the mobility program (and "brand") means proactively selling talent mobility across the organization both to stakeholders and employees, promoting the benefits (and need) of mobility and continued engagement to manage expectations around cost, timelines and intended outcomes.

Harness the power of data Human resource data capture and analytics are well established in many organizations, yet the role of data in mobility is minimal. Among the challenges is a lack of partnership in data sharing and consolidation to provide meaningful insights and understanding of the cost drivers and assignment metrics. It is critical that mobility functions understand the language of the business so data can be translated back to provide insights versus simple data reporting. Insights enable the organization to take a step forward to manage talent. Is the employee meeting or exceeding business expectations? Was the project completed early as a result of the resource that was deployed? Mobility analytics is a power tool that has the potential to provide organizations with critical insights for transformative and commercially significant decisions.

The need to fill resource gaps and to attract, develop and retain critical talent is impacted by the success (or failure) of a mobility program

Glossary

Domestic Permanent Relocation Permanent/indefinite move where the employee moves within a specific country to live/work in the destination location for an indefinite period of time.

Employee Primary Point of Contact The individual who serves as the first/primary point of contact for the employee to provide support and information related to the relocation. The primary point of contact is typically responsible for initiating or coordinating relocation and compliance services on behalf of the employee.

Expense Management Services provided to receive, audit and process expense reimbursement requests from vendors and/or the employee. Services include expense tracking and reporting (as required).

Extended Business Traveler Employee who frequently crosses international and/or domestic borders to meet the requirements of their position. The employee may trigger tax and/or immigration compliance require-ments as a result of their frequent travel.

Immigration Compliance Services pertaining to the provision of immigration advice/guidance and the preparation and filing of all required immigration documentation for the destination location.

International Long Term Mid/Low Tier Employees or Packages Temporary moves where the   employee crosses an international border to live/work in the destination location for a period of time (typically one to five years). At the end of the assignment period, it is expected that the employee will either return to the origin location, localize in the destination location, or move to a new destination location. Mid/low tier employees are defined based on organizational-specific criteria, but typically refer to new hires or employees who are in the early/mid stages of their career. Mobility support for these moves is typically provided at a basic or moderate level.

International Long Term Senior/Top Tier Employees or Packages Temporary moves where the employee crosses an international border to live/work in the destination location for a period of time (typically one to five years). At the end of the assignment period, it is expected that the employee will either return to the origin location, localize in the destination location, or move to a new destination location. Senior/top tier employees are defined based on organizational-specific criteria, but are typically limited to senior level executives above a defined band/grade (or similar) within the organization. Mobility support for these moves is typically provided at the highest level.

International Permanent Relocation "Local Plus" Permanent/indefinite move where the employee crosses an international border to live/work in the destination location for an indefinite period of time. The employee typically transitions to the compensation and benefits scheme of the destination location (as a local hire), but may receive some additional one-time or ongoing support specific to their relocation. Examples may include a one-time lump sum payment of a housing or education allowance, as well as physical relocation support (household goods shipment, relocation travel, spouse/partner assistance, language training, cultural training) and limited compliance support (immigration and tax, as required).

International Permanent Relocation: Traditional with Basic Support Permanent/indefinite move where the employee crosses an international border to live/work in the destination location for an indefinite period of time. The employee typically transitions to the compensation and benefits scheme of the destination location (as a local hire), but may receive some limited support specific to their relocation. Examples may include physical relocation support (household goods shipment, relocation travel) and limited compliance support (immigration and tax, as required).

International Short Term Temporary moves where the employee crosses an international border to live/work in the destination location for a period of time (typically three to twelve months). At the end of the assignment period, it is expected that the employee will either return to the origin location, transition to a long term assignment, localize in the destination location, or move to a new destination location.

Management Reporting Mobility data reports that capture data required by the organization to manage business. Reports may include data points such as employee name, employee ID, origin/destination location, estimated assignment length and relocation cost.

Mobility Program Strategy Mobility-specific plan of action designed to support organizational priorities and objectives. What mobility policies are needed to facilitate employee deployment? What operational support is required?

Mobility Transformation Redesign of mobility strategy, policy and/or process to recognize mobility as an integral component of an organization's strategic workforce planning and business growth initiatives.

Move Planning Relocation/assignment planning that may include the preparation of cost estimates, terms and conditions letters, payroll setup and instruction and immigration compliance services initiation.

Policy Management Enforcing the terms, conditions and guidelines of the mobility organization that govern the support provided to relocating employees.

Program Support Delivery The organization's mobility policies will dictate the support that is provided to the employee in conjunction with their move. Support may include services that are delivered by an internal or external vendor, such as household goods shipment or home sale services. The delivery of the elements of policy support are defined as program support delivery.

Talent Management Anticipation of required human capital and the planning to meet those needs. Includes recruiting, retention, development, reward and strategic workforce planning.

Tax Compliance Services pertaining to the provision of tax planning advice/guidance and the preparation of tax returns in line with requirements of the origin and/or destination location.

Third-Party Suppliers External vendors who provide support and/or services related to the mobility program (e.g.,household goods shippers, destination services providers, tax services providers, relocation management companies).

Vendor Management Management of internal and external vendors that provide information and/or support services pre, during and after the move. Vendor management includes contract management, service level agreement monitoring and invoicing.

Contact us with questions at communications@sirva.com

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About SIRVA, Inc.

SIRVA delivers customized relocation and moving solutions that satisfy the needs of clients and their people in the highest quality and most efficient way — wherever they do business. Offering an extensive portfolio of mobility services across 204 countries and territories, SIRVA provides end-to-end solutions and delivers an enhanced mobility experience for clients and their people.

SIRVA has a portfolio of well-known and recognizable brands including Allied, northAmerican, SMARTBOX, and Allied Pickfords.

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