

Managing Expatriates & Globally Mobile Employees Course

June 10 & 11, 2009

Federated Press

Pantages Hotel Toronto



Exceed Expectations – *then raise the bar*

Agenda Topics

- 🌐 Responding to Business Need for Short Term Assignments
- 🌐 Essential Elements of an Assignment Policy



Responding to Business Need for Short Term Assignments

- 🌐 In a recent survey of 154 multinational corporations, 68% said that they expect to ramp up short-term assignments



WHY – when the economy is slow?

- 🌐 General global optimism from emerging markets in China, India and European Union expansion
- 🌐 Finding suitable candidates for assignments is a challenge for most companies
- 🌐 Ensuring employees complete their assignments without repatriating early
- 🌐 Employee retention



HOW –when money is tight?

- 🌐 Reducing policy offerings and financial incentives for assignees
- 🌐 Assignees are younger (50% are 20-39 years of age); single (almost 10% less than in previous years)
- 🌐 Changing the corporate culture: assignments are good career developers



What are the challenges?

- 🌐 Is it truly a short-term assignment?
- 🌐 What kind of people do you need?
- 🌐 Where do you source them from?



Is it truly a short-term assignment?

- 🌐 Short terms can become unplanned long terms – adding to the cost and ‘pain’
- 🌐 Most companies define “short term” as being between 1 month and 1 year
- 🌐 Is the goal of the assignment clearly defined and thus the timing accurately projected?



What kind of people do you need?

- 🌐 New hires without experience (interns) – straight from university?
- 🌐 New hires with experience in the same industry or in a complimentary industry?
- 🌐 Existing employees who are home-grown?



Where do you source them from?

- 🌐 On campus recruitment efforts
- 🌐 Job fairs
- 🌐 Head hunters
- 🌐 Foreign sources
- 🌐 Internal staff seeking new opportunities
- 🌐 Internal staff who are on the succession plan



Making Lemonade

- 🌐 Extend temporary housing allotments
- 🌐 Create room-mate situations
- 🌐 Provide 'occupied' property management
- 🌐 Explore long distance commuting
- 🌐 Offer flexible hours/days
- 🌐 Streamline expense management, e.g..
integrating with payroll, allowing scanned
receipt submission



“Change is inevitable and organizations will always find sound business reasons to send work or workers away. But how an organization survives and even thrives in a time of turmoil will be a factor of the culture they have built along the way.”

quote by Donna J. Bear, Manager for the Human Resource Institute
Canadian Management Centre

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What Are the Characteristics of an Assignment?

- 🌐 Short term (usually under one year)
- 🌐 Employee goes alone (family stays behind)
- 🌐 Project focus
- 🌐 Project driven by specific business need
- 🌐 Seen more as an extended business trip than a relocation



Assignment vs. Relocation

- 🌐 Short term
- 🌐 Project driven
- 🌐 Less costly
- 🌐 Less emphasis on cultural integration
- 🌐 More frequent
- 🌐 Long term or permanent
- 🌐 Development driven
- 🌐 Costly, involving family
- 🌐 Cultural integration necessary
- 🌐 Less frequent



Characteristics of an Assignment Policy

- Need to be clear and consistent
- Need to meet employees' needs cost effectively
- Ensure that exceptions are minimized
- Keep some flexibility within guidelines
- Ensure relevance to geography, corporate as well as destination culture



The key to the success of any policy is simply Communication – verbal, written, through technology and most importantly through line management's commitment to '*singing the same tune*'



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Elements of Assignment Policies Must Haves

- 🌐 Immigration assistance (assignments that cross borders)
- 🌐 Transportation (air, auto)
- 🌐 Orientation to new location
- 🌐 Housing (hotel, temporary accommodation with cooking facilities)



Elements of Assignment Policies Nice to Have

- ④ Miscellaneous Allowance (usually one month's salary) without requirement for itemization
- ④ Settling-In Services with ongoing telephone support
- ④ Visits home or Visits to new location by spouse/children
- ④ Origin residence management (if retained)
- ④ Taxation advice
- ④ Airport pick-up pre-arranged
- ④ Allowance for extra luggage
- ④ Cross-cultural training
- ④ Language training
- ④ Auto rental at destination
- ④ Choice to have spouse accompany employee on assignment



How Do You Create a Good Policy?

- ❖ Benchmark with similar industry policies
- ❖ Make use of industry organizations (CERC, ERC, HRPAO)
- ❖ Leave no stone unturned (make provisions for unexpected situations)
- ❖ Balance individual needs and collective resources
- ❖ When all else fails, hire a professional relocation management



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Four Things to Remember

- ❖ Include *all* stakeholders when planning the assignments
- ❖ You *need* a policy
- ❖ It has to be realistic
- ❖ Communicate it consistently to all stakeholders



THANK YOU!

Prosperity with Heart!



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