

The Crown Focus

In this issue

Nicole Outhwaite

on women in business in the Middle East

Stephanie Lewin

discusses global trends in migration

Top Tips

for a successful relocation from our
worldwide relocation experts



Go knowing

Message from Nick Tribe

Everyone I've spoken to at Crown Relocations tells me that a big part of the company's appeal is its multicultural make-up. Every office and every meeting is a melting pot of cultures from which we all learn and develop.

As a global business we've got to know how business and society works in many different cultures. It's essential for making our services work better for you.

And some can be more different than others...

In this issue of The Crown Focus, it's great to hear from Nicole Outhwaite about women's experiences in the Middle East where change is clearly coming, however slowly. More women are entering professions previously closed to them – with surprising effect. It can only be good to see at last that in Middle Eastern nations women are able to pursue careers in which they have excelled elsewhere in the world.

Change is in the air. In our other headline article this issue, Stephanie Lewin reports on the global migration trends affecting the world mobility arena at present. With information drawn from a wide range of sources, Stephanie offers her insight into likely futures for mobility worldwide.

"It's oh so nice to go traveling, but it's so much nicer to come home." So sings Sinatra, with "Come Fly with Me" hitting the right note for many weary travelers the world over. Of course there are many of us who go to new places and decide that it's definitely the place for them, but for a few, relocating might be something they find difficult.

That's a pity, as relocating can be a thrilling and educational, rewarding and inspirational experience. Giving yourself, or the people you send on assignment, a better chance of getting the most from a relocation has got to be everybody's great aim.

In our almost 50 years in the business, we've helped no end of people and their families to relocate to exciting new places, and we've learned what makes it work well. You can read some sound advice from our relocation experts – top tips we know will help make your transferees' or your own relocation easier and more successful.

Nick Tribe, Editor

Head of Brand and Marketing Services, based in the UK.

In our almost 50 years in the business, we've helped no end of people and their families.

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Our experts from around the world pool their collective knowledge to reveal the ten things that will make your relocation go more smoothly.

This edition's contributors

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Sands of time

You can't keep women out of business in the Middle East

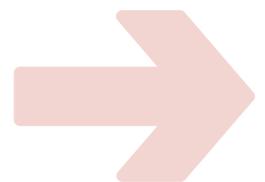
Author:
Nicole Outhwaite

Women in business still face inequality, worldwide. In the Middle East region, these issues are further compounded by cultural perceptions that women are less capable, more irrational, and better suited for domestic responsibilities.

These patriarchal attitudes and traditionalist values remain barriers for women in the region. Among a diverse community of international business women facing similar challenges, there is now a growing movement of women leading and driving business initiatives. As the region continues to

develop, women are reaching positions of influence in business, politics, civil society, academia and the media, with a growing number of entrepreneurs leading successful start-ups. They are beginning to influence industry and society in the Middle East.

But change here is gradual and there is a long way to go before women in the region achieve the equality enjoyed in other parts of the developed world. According to the World Bank, just 28% of the adult female population of the Middle East is economically active; this is the lowest percentage in the world. Additionally, most female employment is concentrated in low-level positions. However, due to increased literacy and educational opportunities, there has been a steady rise in the number of working women.



Government policy and higher education are helping to redress the balance

Several factors are at work. Gulf women have benefitted from government policies designed to reduce reliance on foreign labor. Companies have recruited greater numbers of female workers in order to meet newly established quotas for citizen employees. For example, since the UAE no longer allows foreigners to work as secretaries, public relations officers or human resources personnel, most of these positions are being filled by Emirati women.

Women are entering university more often than men, despite, in some cases, needing to achieve higher grades than men. They are enrolling less in traditional female subjects, such as teaching and healthcare, and more in male-dominated fields like science and engineering. In 2008, women at universities in Qatar were accepted for the first time in the fields of architecture and electrical and chemical engineering. In Saudi Arabia, three educational institutions began to permit women to study law in 2007, although the graduates are only allowed to act as legal consultants to other women and are still prohibited from serving as judges and advocates in court.

Female success stories abound, as the growing list of Middle East business women included in prestigious rankings, like Forbes International, Arabian Business and Forbes Arabia, demonstrates. Women in the Middle East are more visible and their influence is felt across many sectors of business, despite the fact that they continue to represent a small minority in society. They are now becoming role models and change agents for the Middle East.

Long-term resident of Dubai for more than 27 years, Janet Graham, regional manager, Crown World Mobility, has traveled extensively throughout the region for business and has seen significant changes in the roles and acceptance of businesswomen during this time.

“There was little opportunity for foreign national women to work in this region in the early 80s – typical roles were in teaching, nursing and lower-level administration roles – but there is a steady increase in the number of opportunities for women to take successful senior-level management roles.”

“Women have taken up roles in a wider variety of industries: in medicine as practicing surgeons; in engineering as well engineers and IT engineers working on offshore oil platforms; in banking and finance as business professionals leading multi-million dollar operations—all once very much male-dominated fields.”

The continuing advancement of international businesswomen in the UAE is creating a market for women-centered services, products targeted toward women and the possibility of investing in women-owned businesses.

So far, these pioneering women are just a few of those determined to advance the opportunities for others by talking the language of business, networking, accessing capital, and mentoring. If they are successful, it will be a quiet economic evolution that takes place in the shadow of the region’s stormy political revolutions, where it’s unclear how women will fare in the longer term.

The new agents of change: High profile jobs make women role models

Recent appointments to government positions and notable female business leaders are setting a new trend in Middle Eastern societies.

Sheikha Lubna bint Khalid bin Sultan Al Qasimi, currently the UAE’s Minister for Foreign Trade, started her career in what was deemed a male-dominated industry as the only female software designer for the Dubai Port Authority in the early 1990s. In November 2004, she was appointed the UAE’s Minister of Economic and Planning – the first female to hold a ministerial post in the UAE.

Muneera bint Hamdan al-Osaimi was recently appointed as the new assistant under-secretary for medical services affairs within the Ministry of Health – a sign of creeping reform in this ultra-conservative kingdom of Saudi Arabia, where women are prohibited from driving, must work in segregated facilities, and were only recently granted the right to vote and run in municipal elections.

Regularly listed in the top 100 leading businesswomen in the world, **Princess Ameerah Al-Taweel** of Saudi Arabia is the vice chair of the Alwaleed Bin Talal Foundation and an outspoken advocate for Saudi women’s rights.

Etiquette tips when traveling to the Middle East

Middle Eastern societies are very different to those of the West. It is wise to pay particular attention to customs concerning women, as to ignore them could cause offense.

- Respect the privacy and protected role of women in Arab societies
- Men stand when women enter a room
- Respect the different living areas for men and women
- Do not expect women to eat or socialize in the same room as men
- Do not shake hands with an Arab woman unless she offers her hand first, or if you are a woman.
- Do not flirt with, touch, hug or talk in private with women. It could endanger their safety!
- Do not talk in public to professional Arab women unless it is business related
- Do not try to engage a woman in conversation unless you have been formally introduced
- Do not stare at women or maintain eye contact. Do not ask an Arab man questions about his wife or other female members of his family.



Business attire:

In certain countries in the Middle East, women are required to wear veils or have their hair covered in public. Female executives traveling to the Middle East should take care to heed particular policy for the country in which they will be conducting business.

Trousers for women are also discouraged – skirts on women are much preferred.

Knees and elbows must be covered at all times and a high collar is required. Generally, neutral colors are also preferred.

The mixing of men and women is also forbidden in certain countries.

And finally, never refuse food or beverages from your hosts as this can be viewed as the ultimate sign of disrespect in most of the Middle East!

Global trends in migration

There are record numbers of international migrants today. An estimated 214 million people live outside their country of citizenship, an increase of 30% from 2000. That's around one in every 33 people. What are different regions of the world doing to cope with the increasing number of migrants and the global economic picture, while trying to stay competitive in a global marketplace?

Author:
Stephanie Lewin

Where are we going?

The majority (59.7%) of all international migrants live in developed regions such as Australia, Europe, Japan, New Zealand and North America, compared to those (40.3%) living in the less developed regions of Africa, Asia (except Japan), Latin America and the Caribbean. Migratory flows to developing countries have slowed to a minimal rate.

Who are the migrants?

The median age of international migrants is 39, compared to the median age of the entire world population of 28. International migrants in more developed regions are older (with a median age of 42) than in less developed regions (median age of 34).

Approximately 104.5 million migrants are female, which constitutes nearly 49% of all migrants.

Different regions have very different policies for dealing with migrant workers. The following survey highlights some of those differences and provides a picture of a world that is unsure what to make of so much mobile labor.





European Union

The Federation of European Employers recently released a finding on August 2, 2012 that employers in the European Union (EU) are being “called upon to act as border guards of last resort”, meaning employers are becoming increasingly responsible for ensuring that immigration rules and regulations are followed.

In the EU, linguistic divides also remain. For example, in France, all employment contracts and employment policy documents must be made available in French, regardless of the native language of the company.

Croatia

The EU is preparing to admit Croatia on July 1, 2013 as the 28th member, while remaining open to highly skilled immigration from across the globe.

Germany

Germany is the most recent EU member to introduce the EU Blue Card system, which allows highly qualified workers to enter the country and work in highly paid positions.

Ukraine

The EU signed an addendum to the current visa facilitation agreement with Ukraine that extends the categories of individuals qualifying for the simplified procedure for obtaining visas to travel to EU member states. The amendment covers those visiting relatives, an increased list of qualifying professions and provisions for those participating in cross-border cooperation programs.

Poland

A new Polish Act requires companies to ensure that all non-EU employees, contractors or subcontractors possess valid residency papers before working in the country. Previously, residence permit issues were solely the responsibility of the individual.

Spain

Spain is attempting to cope with unemployment of just over 25% by tightening up residency procedures for all other foreign EU nationals. EU citizens living in Spain for longer than three months must now produce employment, financial, social security and/or medical insurance documents when completing the required in-person registration at their local immigration office or police station.

The United Kingdom

The United Kingdom has made significant changes to its immigration policy in order to reduce net migration from 252,000 (its peak in 2010) to below 100,000 by 2014.



Middle East and Africa

MENA

The political turmoil in the Middle East and North Africa (MENA) region has greatly impacted migration patterns. More than 765,000 migrants left Libya by early November 2011, which is a significant portion of the 1.5 million migrants hosted by Libya prior to the hostilities. Major cross-border movements were recorded at the border with Tunisia and Egypt, with 345,000 and 243,000 arrivals respectively.

Several migrants returned back to their home countries in Africa and Asia, including: 31,000 returning home to Bangladesh, 31,000 to Chad, 11,000 to Ghana and 10,000 to the Philippines. The sudden return of large numbers of migrant workers to developing countries in Africa and Asia has increased the risk of even higher unemployment rates in economically unstable countries.

Most European countries did not experience significant inflows of people fleeing the turmoil. The two EU countries that took the biggest shares—Italy and Malta—received little more than the 765,000 migrants that fled Libya.

GCC

The six Gulf Cooperation Council (GCC) countries in the Middle East have some of the largest migrant populations in the world. In 2010, five of the six GCC countries (Qatar, UAE, Kuwait, Oman and Saudi Arabia) were in the top ten countries with the highest share of international migrants in the total population.

Qatar was at the top of the list with 86.5% of its total population as migrants. More than seven million expatriates are currently in the UAE, with a total population of approximately 8.2 million, according to census records in 2012.

The private sectors of Kuwait, Qatar and the United Arab Emirates (UAE) are effectively 100% staffed by migrant workers. In other GCC countries, the share of nationals in total private sector employment is higher, but still less than 50% (Oman 48%, Saudi Arabia 46%, Bahrain 30%). Although performing all types of work including many high-end jobs (e.g., in the oil industry), the majority of temporary migrants in GCC countries are employed in medium- and low-skilled jobs in sectors such as construction, wholesale and retail and domestic services.

The employment of citizens in the public sector has become a major policy issue, mainly because the public sectors of many GCC countries are unable to continue to absorb all citizens and employ them in a productive way.

Citizens' employment rates are very low (less than 30 percent in most GCC countries) and their unemployment rates are relatively high. Most GCC countries have responded to growing unemployment and underemployment of citizens with "localization policies" aimed at increasing the share of nationals in specific high-skilled and medium-skilled occupations but notably not in low-skilled occupations where it appears to be accepted that jobs will continue to be done by migrants. Although different countries have experimented with different types of localization policies, most policies have focused on immigration policy changes such as quotas requiring a minimum share of nationals in employment in specific occupations.

South Africa

Since the Immigration Act of 2002 (which came into force in 2004), South Africa has seen a significant rise in skilled migrants. It is predicted that it will continue to be a major destination for temporary labor migrants from neighboring countries. However, South Africa is still experiencing a shortage of skilled workforce.





North America

Canada

Canada admitted approximately 281,000 permanent migrants in 2012, which was the largest number since 1957. The top sending countries were the Philippines, India and China. The Canadian government made some recent changes in its immigration rules in order to attract more skilled tradespersons to the country.

Specifically, proposed rules introduce a simplified program for skilled workers for certain sectors such as transportation, construction, service and manufacturing industries. In order to manage application backlogs, as of July 1, 2012, applications for the Federal Skilled Worker Program ceased being accepted except for those applying under the PhD stream. In addition, Canadian employers hiring immigrants will be given the responsibility of assessing education, skills and credentials of potential employees directly.

United States

Permanent immigration declined 8% in Fiscal Year 2010; in 2009, it increased 2%. For Fiscal Year 2013, the United States Citizenship and Immigration Services (USCIS) allocated 85,000 H-1B visas. The cap was reached in approximately ten weeks in 2012 compared to 33 weeks in 2011 and one day in 2008. Typically, the length of time the caps take to reach is loosely indicative of the strength of the economy and hiring.

Since 1999, the first year the cap was met was in April 2003; subsequently, the cap was met each year but at varying times. New legislation was proposed in the U.S. Senate in May 2012 that would seek to make it easier for foreign students who hold post-graduate degrees in math, science or engineering from American colleges to remain in the U.S. after they finish their studies, as well as creating an entrepreneur's visa to allow people who start new businesses and create jobs to remain in the country.

Latin and South America

With immigration to the U.S. declining from Mexico, Latin and South America are seeing interregional migration occurring. Instead, Mexicans are migrating from larger to smaller cities and Guatemalans are settling in Mexico instead of immigrating to the U.S.

The larger work force in Mexico's smaller cities has led to lower wages and higher unemployment. Migration to Chile, Argentina and Brazil is also increasing. For example, the Bolivian population in Argentina has increased by 48% since 2001 (to 345,000) and the numbers of Paraguayan and Peruvian migrants have increased even faster. According to national estimations based on Census data, there were approximately 370,000 foreign-born persons living in Chile in 2010, an increase of 20,000 compared to 2009 and double the number of immigrants registered in 2002. A majority of immigrants in Chile are from South American countries with 61% from neighboring countries – the highest amount coming from Peru at 37%. Despite the increase in immigrants, Chile has more expatriates abroad than immigrants. In February 2011, Chile launched a modernization plan aimed at improving the procedures for the issuance of temporary residence permits and reducing processing times for applications.

Experts speculate that free trade agreements, such as the Mercosur agreement, are contributing to regional movement, along with new laws encouraging migration or protecting migrants' rights in Argentina, Uruguay, Mexico and Ecuador. In addition, highly skilled Brazilians, typically educated abroad, are returning to their country of origin. With jobs for engineers and other skilled workers, Brazil is increasingly attractive to skilled labor. Increasing numbers of Europeans are immigrating to Brazil, especially citizens of European countries with weaker economies. With Brazil set to host the World Cup in 2014 and the Summer Olympics in 2016, an investment of USD 63 billion, the construction industry is at an all-time high.

Asia Pacific

Asia contains most of the world's population and migration in and from Asia is of growing importance globally. Since 1990, Asia has represented more than half (53%) of the world population growth and 22% of world economic growth. Asia has provided a large part of the more skilled inflow to Canada, the U.S. and Europe, which places reliance on skilled migration and employer-driven labor migration from Asia.

Some trends are dynamically transforming in the region, with implications for countries relying on immigration from Asia. For example, most Asian countries are transitioning to low-fertility, higher educated societies. While the region will continue to provide low- and high-skilled workers, it will also start to compete to attract migrants, as well as encourage expatriates to return.

One of the challenges faced by Asian countries is managing labor migration. The integration of Asian countries into the global economy will affect patterns of mobility and the use of migration as a human resource strategy in countries currently attracting Asian migrants. Nearly half the migrants from Asia are highly educated and this number is rising.

Although labor migration to Japan and Korea has increased in the past two decades, foreign workers still make up a very low proportion of total employment – 1.3% and 2.1% respectively. Japan and Korea have proportionally limited inflows of migrants and policies remain restrictive for permanent immigration of less-skilled workers. In July 2012, Japan introduced a new system of residence management, including an issuance of a residence card to medium- and long-term residents. Both Japan and Korea have introduced programs for skilled migrants that allow faster routes to permanent residence.

Singapore has one of the largest proportions of foreign workers in its labor force, which rose from 3% to 35% between 1970 and 2010, equating to approximately 1.2 million non-Singapore workers. Another major Asian receiving country is Malaysia, which draws foreign workers for its agricultural, manufacturing, construction and household work sectors.

As the higher education systems expand in Asia, more students are willing to remain in Asia for education or return from pursuing a degree overseas and seek employment. Since Asia's growth has surpassed most of the developed world over the last decade and may continue to grow rapidly, the middle class in Asia—especially China and India—will continue to grow,

which experts predict may make emigration less appealing, especially with wages increasing.

In China, concerns about foreign workers without authorization have led to police special action since May 2012. The focus is to identify workers working or residing in China without official permission. Until August 31, 2012, police officials across China had the authority to perform house visits, random checks on the street and immigration audit visits at offices. Foreigners found without proper authorization could be fined, detained or deported. This action is the precursor to legislative changes, which will take effect in 2013, that introduce stiffer penalties for employers and employees not complying with the law regarding the employment of foreigners. Fingerprinting of foreigners will also be introduced in 2013.



Australia

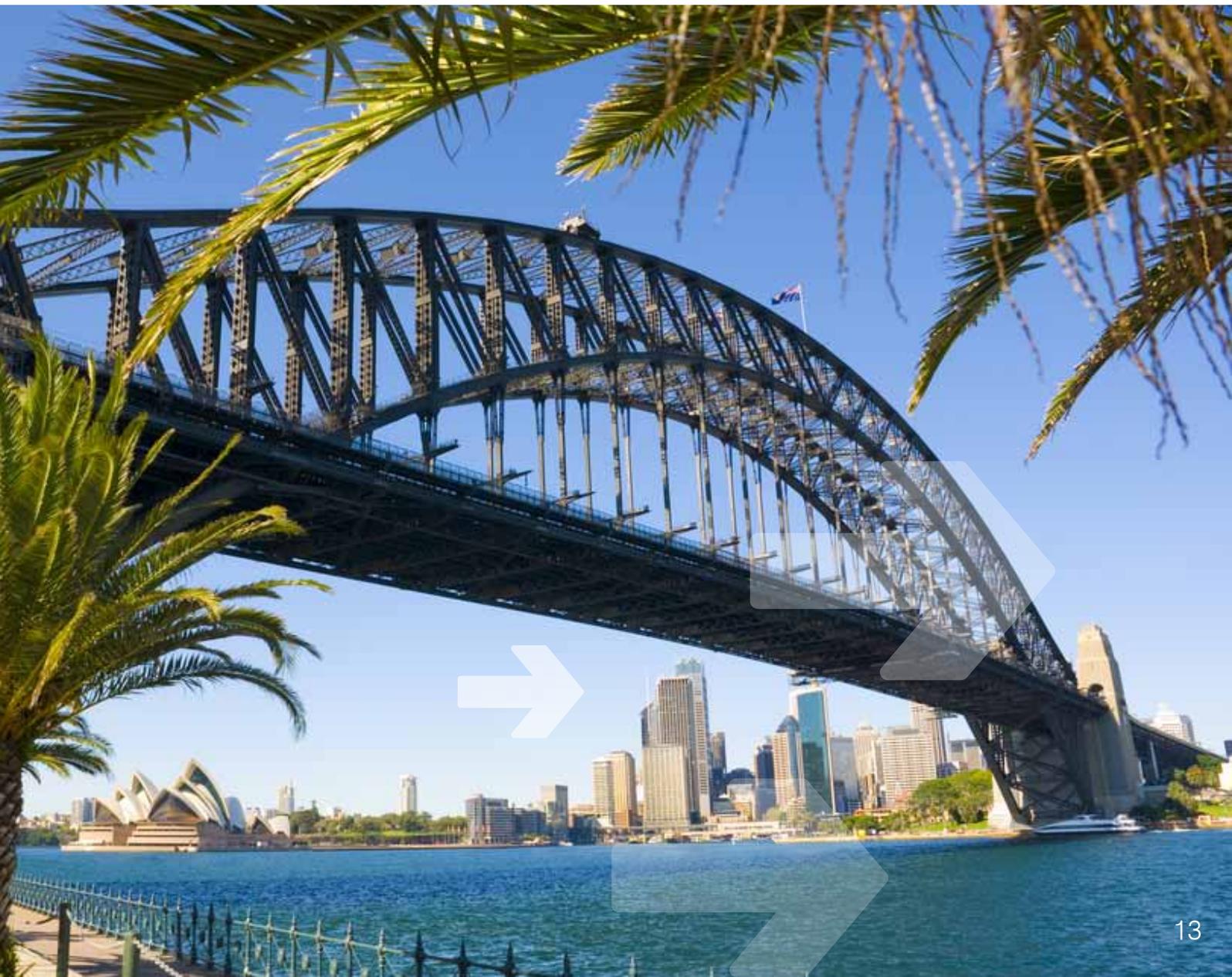
Australia is projecting growth in four select industries through 2015-2016: Mining, Manufacturing, Construction and Retail Trade. While Australia has a diverse labor market, skill shortages are prevalent in many industries, while other parts of the economy have experienced negative or stagnant employment growth. To ensure that immigration is encouraged, the 457 temporary skilled worker program (TSWP) is used to attract workers in the construction and mining industries in regional Australia. High representation can be seen in mineral rich regions of Western Australia, the Northern Territory and Queensland.

The Australian government has highlighted their concern regarding the program integrity of the 457 TSWP, as significant processing times were experienced in the past. Major reforms in 2009 to the program have resulted in lower processing

times in 2012. Reform to skilled migration is ongoing; a new points test for General Skilled Migration took effect from July 2011 and the government has also introduced the Skill-Select two-step regimen for skilled migration.

The government is in the process of preparing a Long Term Migration Planning Framework (LTMPF), which is due for publication in late 2012. One of the items it will address is Net Overseas Migration (NOM), which show that it has stabilized below 200,000 in recent years.

NOM peaked in June 2008 at 315,700, which led to net emigration for Australia in 2008.



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Tips for a successful relocation

The Employee Relocation Council (ERC) ranks moving third in life's most stressful events behind the death of a loved one and divorce.

Support for the assignee is vital for any company, but the tools available, from intercultural training to orientation programs, can make the difference between a successful relocation and a stressed out and unhappy worker.

Author:
Nicole Outhwaite

“There’s nothing more expensive for a organization than a failed assignee relocation,” explains Marco Dilenge, marketing manager, continental Europe, for Crown Relocations. “If the assignee or their family is not happy and they want to return home, the organization is left with the expense and effort of having to find another employee to fill that position.”

“Today, it is vital for organizations to have relocated employees who are productive from the first day and are prepared and comfortable in their new environment.”

These tips should provide an easier transition for the HR Manager, a more cost effective way to relocate staff for an organization and, most importantly, a happy and successful employee.

The individual needs, wants and desires of the expatriate and her spouse and family make it difficult to have a one-size-fits-all approach. But in order to make an expat relocation successful, there are several steps that an organization, the relocation service provider and the employee need to take.



The first of these is a pre-visit by the employee to his or her new location. Such acclimatizing marks the start of the relocation service provider settling-in program. Using Kuala Lumpur as an example, a general overview of the vibrant, cosmopolitan nature of the city and its four million residents would be a useful introduction for a newcomer. Social and cultural aspects of the city are also helpful in this process, including housing, shopping and landmarks within the area. This might include prices and locations of homes, food markets in the city, recommended medical facilities, schooling options and social activities for singles and families.

Other basic but important information provided at this initial visit can help make a future resident feel more at ease. With finances varying from country to country, learning the unit of currency can help the assignee adjust immediately. Also, a cost of living index with comparison process for groceries, transportation, accommodation, family life, entertainment and health helps provide the relocating family with a frame of reference.

“Providing these services has proven to boost customer satisfaction in the relocation industry”, according to Crown Relocations’ global mobility experts. “Helping assignees to find a home, help in a school search for their children and giving a detailed description of the area where the family eventually settles, are all important parts of the orientation process.”

There are other important factors a company should consider before assessing potential assignees to ensure the success of the employment:

Work permit

Immigration policies change often. Start the visa and immigration procedure early, before the new employee arrives, and get some professional help to ensure smooth document processing.

House rental

Housing is one of the largest costs in expatriate employment. Budgets for housing and schooling are adjusted according to market rates.

Intercultural training

Provide all expatriate employees, their partners and children with the information necessary to thrive, not just survive, in their new location. The skills needed to adapt to new places and make a success of a relocation are not innate.

One of the attractions of working overseas is being continually challenged by different experiences.

Some of these will be good and some will be less than memorable. However, by preparing for all of the new occurrences that will undoubtedly unfold, an assignee can lessen the surprise and minimize the unavoidable cultural shock.

Carla Foden, business development manager for Crown Relocations, gives the following tips: “There are many aspects to the success of a relocation that organizations need to consider, however, if the following points are addressed as early on as possible, the likelihood of a positive outcome will be significantly increased:

- Support the whole family and ensure their expectations are realistic
- Prepare the family for likely culture shock
- Provide the family with a buddy - from a supplier, from within your company, or both
- Communication is vital throughout – remember that every family is different, so be sure to have flexibility in your policy to allow for this”

The key word is support, support, support! Relocating employees is no easy task. While most organizations relocate just 25 employees per year for overseas assignments, the related responsibilities of the HR professional can be overwhelming.

Often the HR professional is responsible for relocation in addition to several other jobs. To ensure that the relocation program aligns with the organization’s objectives, company culture and budget requirements, adherence to some basic principles can be helpful.



Janet Graham, Head of Crown World Mobility, Middle East



Other tips for a successful relocation:

Choosing the right employee

To ensure that the most suitable employees are chosen for overseas assignments, you should have a formal candidate selection process. Service providers such as Crown World Mobility offer Candidate Assessment Programs that help the assignee and their family to explore all aspects of life on assignment – from daily living and career development to repatriation. Emphasis is placed on evaluating the employee’s adaptability to the new environment, introducing coping skills and change-management techniques and providing an overview of behavioral, social and cultural nuances in the destination location.

Given the significant investment an assignment represents, identifying potential opportunities that are expected to arise upon return is critical to retention and protection of the organization’s investment.

Sarah DeHayes, Director of Consulting Services at Crown Relocations, also believes that it makes a difference to transferees to be briefed on what to expect so they’re well organized. She says that some organizations are swayed by technical skills rather than the softer skills – and although many do test for cultural sensitivity, all too often they will play the results down and go ahead in selecting assignees based on their performance at home.

Include the family

Many assignments fail because an assignees’ partner or children do not acclimatize to their new country and surroundings. In 2008, the Permits Foundation interviewed more than 3,000 expat spouses and partners. It found that 89% of partners were working prior to the assignment but just 35% during the assignment itself. Around three-quarters of those not working said they would like to work, which invariably led to frustration and discord. Eight in ten working spouses said they adapted well to their new country, but for those not working, just 32% reported a positive adjustment to their new surroundings. The majority of expat partners said they would have welcomed support or advice on their new job search, but only 11% felt they received adequate support.

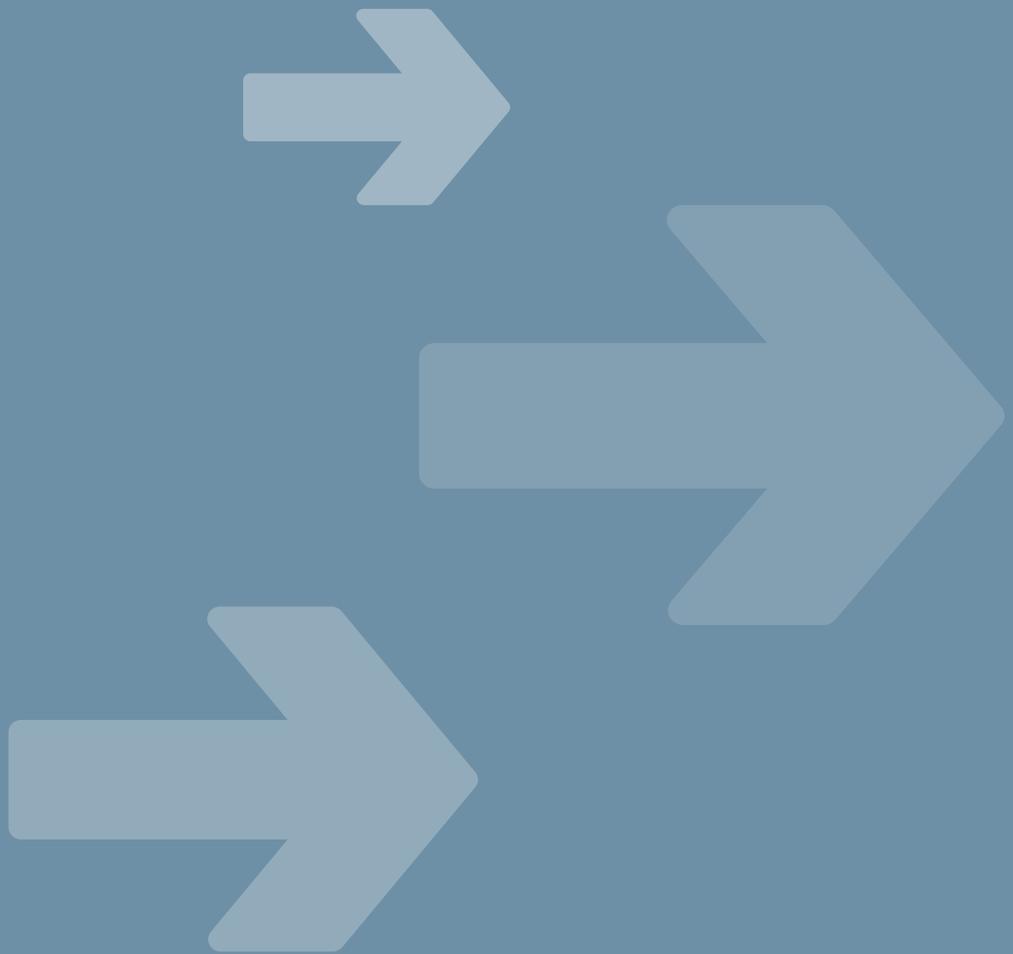
Expect the unexpected

While some issues that arise during a relocation are unavoidable, it is essential that the expatriate has a single point of contact, a go-to professional with the experience to interpret policy, coordinate services, and to provide guidance throughout the process.

Measure success

Continuous improvement can only occur in an environment where results are measured. Assignee surveys, service provider evaluations and internal feedback mechanisms should be established to assist HR in refining program design, delivery and process.





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