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WEBINARS

March 27, 2018
11:00 AM ET



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The Big Payback:

How Return on Mobility Can Create
a Powerful Business Advantage



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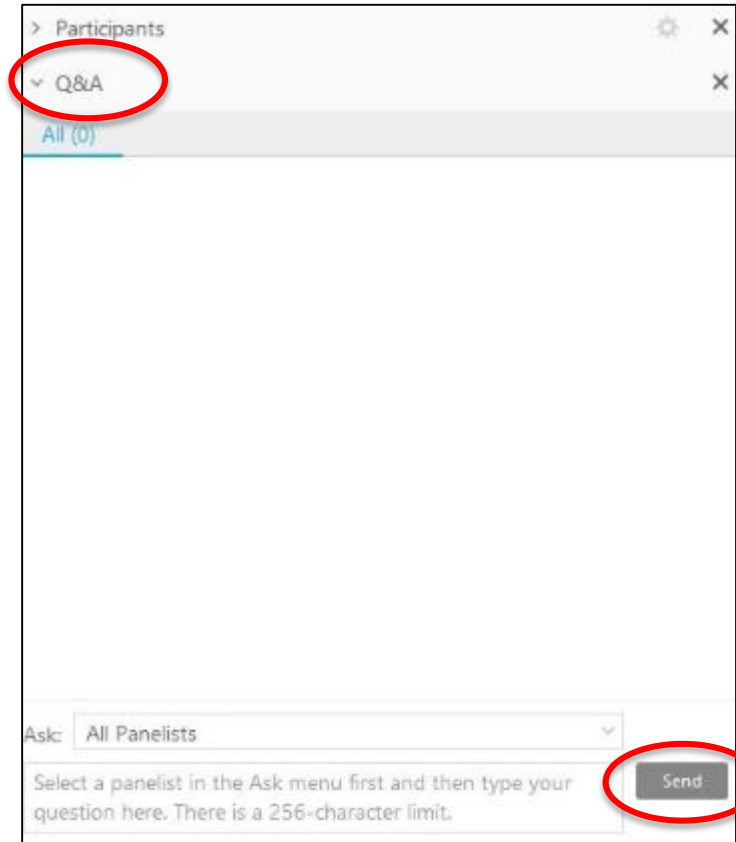
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- Submit questions through Q&A dialogue box
- Box is located in lower right corner of screen
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- Be specific
- You may submit your question at any time

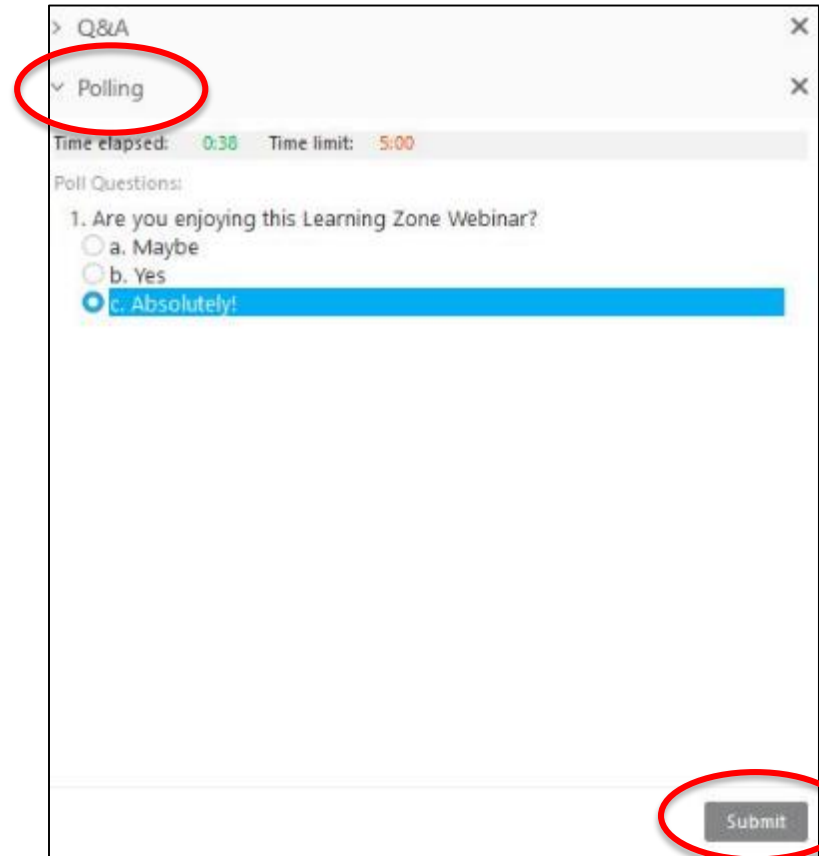
Q&A Dialogue Box:



Polling Instructions

- The Polling Box appears below Q&A Box
- Question will appear on slide and in the Poll Box
- Submit answer quickly
- Results will display in the same location

Polling Box:



The screenshot shows a web interface with a 'Polling Box' section. At the top, there are two expandable sections: 'Q&A' and 'Polling'. The 'Polling' section is expanded and highlighted with a red circle. Below the 'Polling' section, there is a progress bar showing 'Time elapsed: 0:38' and 'Time limit: 5:00'. The 'Poll Questions:' section contains a single question: '1. Are you enjoying this Learning Zone Webinar?'. There are three radio button options: 'a. Maybe', 'b. Yes', and 'c. Absolutely!'. The 'c. Absolutely!' option is selected and highlighted with a blue bar. At the bottom right of the 'Polling Box' section, there is a 'Submit' button, which is also highlighted with a red circle.



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Today's Presenters



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Agenda

**A Different Way
of Defining
Program Return
and Value**

**Using Stories to
Define Return**

**Return on
Mobility
Components**

**Creating an
Action Plan**



Return on Mobility (ROM)

- Examine a different way of defining your mobility program's **return on investment**.
- Understand what your stakeholders **want to know** and **need to know** about your program's contributions to the company's success.
- Use **stories** to combine data points into clear, relatable answers to questions that can demonstrate your program's value.
- Start small or take a comprehensive approach – **you define the scope** to fit your company and program culture.



Begin by Asking Questions

“Is our Green Card program worth the investment?”



What does it mean to
use a story
to define return?



“Does our global rotation program support the development of future leaders?”

1 IDENTIFY THE PROGRAM'S GOALS

- Develop future leaders by assigning high-potential L4 Managers to four rotations in global sites over 24 months
- Upon successful completion, participants will be promoted to L6 Directors
- Short Term Assignment benefits will be provided to participants in rotations outside their home location
- Relocation costs will adhere to annual fixed budgets

2 DETERMINE DATA NEEDED TO ANSWER THE QUESTION

- Program Participants
(#, names, level and site when selected)
- Status
(Completed, Current, Canceled, Terminated)
- Position / Level of Completed Program Participants by month / year
- Cost of Rotations by Site, Year, Rotation Phase
- Mobility Exception Volume and Spend
- Budget to Actual Spend

“Our Global Rotation Program develops our future leaders, but at greater cost than standard Short Term Assignments. Aligning our Global Rotation Program with a path to promotion has increased retention rates.”



Let's Take a Quick Poll

Do you have a formal way of calculating Return on Mobility in your organization?



Key Components

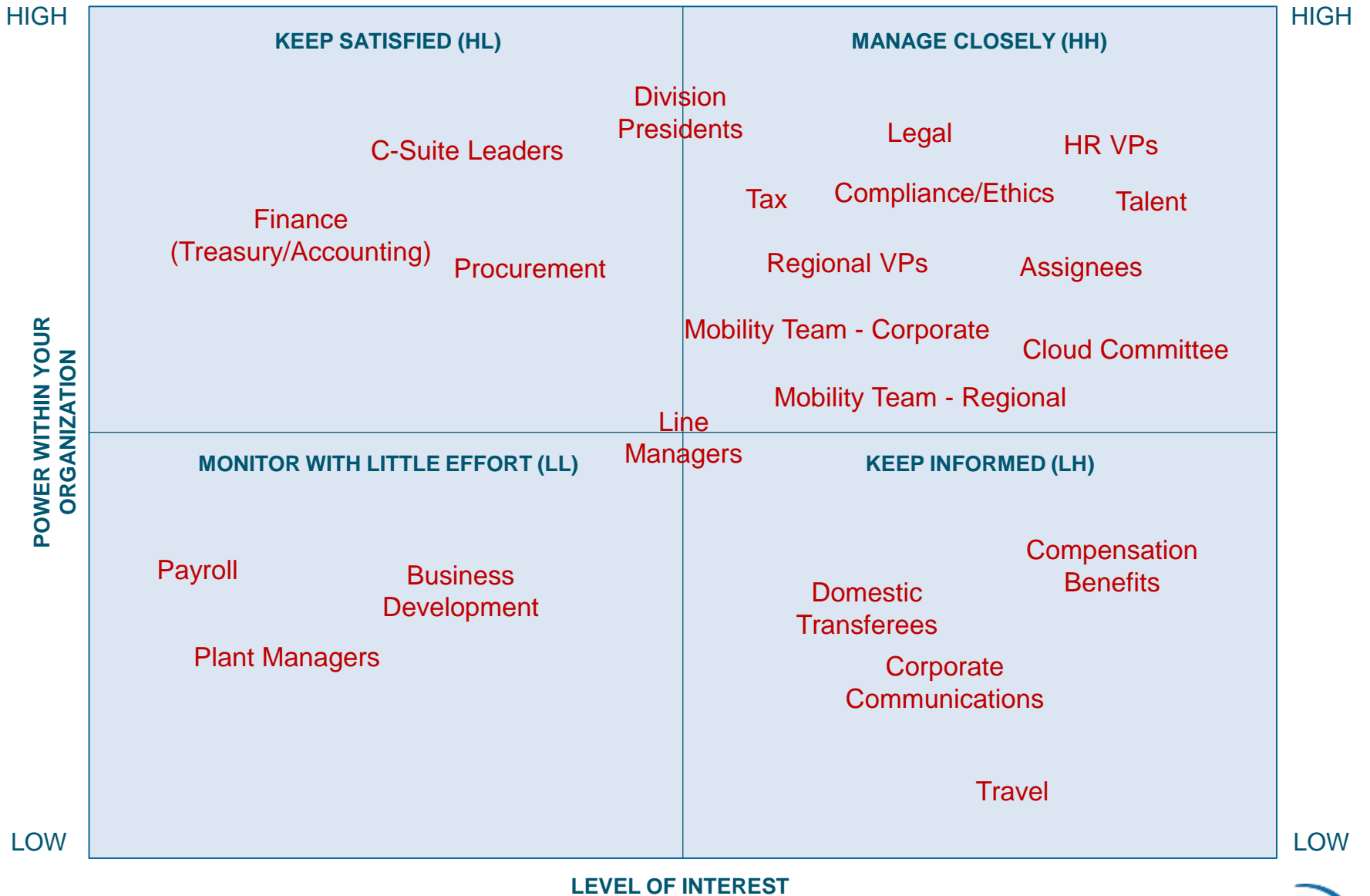
1. Stakeholders
2. Metrics
3. Executive Sponsor
4. Question to Answer



1. Stakeholders

- Mobility Team
- Senior HR Leadership
- HR Business Partner
- Staffing/Recruiting
- Procurement
- Travel/Travel Security
- Payroll
- Risk/Compliance
- Talent Management
- Compensation/Benefits
- Finance
- Immigration
- Tax
- Accounts Payable
- Transferees
- Assignees
- Managers





2. Metrics

TALENT

- Performance Rating by Assignee / Transferee
- Retention Rates by Assignee / Transferee
- Attrition Rates by Assignee / Transferee
- Promotion Rates by Assignee / Transferee
- Relocated Intern Conversion Rate
- Assignment Completion Rates

QUALITY

- Satisfaction Scores by Assignee / Transferee
- Service Level Agreement Scores Met by Supplier
- # of Exceptions
- # of Self-service vs Consultant-led Relocations
- # of Defects (W2Cs, Invoice / Expense Accuracy)
- Amount of Tax Overpayments Collected

COST

- Expense by Policy
- Expense by Policy Provision
- Expense by Business Unit
- Expense by Initiative
- Expense by Region

VOLUME

- Volume by Policy
- Volume / Usage by Policy Provision
- Volume by Region
- Volume by Tier / Level
- Volume by New Hire vs Transfer
- Volume by Departure / Destination



3. Executive Sponsor

Responsibilities:

- Champion the initiative and the benefits of a Return on Mobility effort
- Ensure the initiative's goals are aligned with overall HR or company strategy
- Reduce obstacles and gain support from other key leaders

Characteristics:

- Supporter of the Mobility program as a lever for talent retention and growth
- Runs a function that embraces the use of data and analytics to define success
- Positive reputation
- Willing to dedicate time and be a vocal supporter



4. Sample Questions

- Do we relocate the right people?
- Does this new policy save us money?
- Are our transferees more satisfied?
- Are repatriated short-term assignees more successful than those who have not taken STAs?
- Are we compliant with immigration and work permit rules for our cross-border relocations?
- Does our long term assignment program develop the next generation of business leaders?
- Is our intern mobility program helping us attract future full-time employees?
- Is our assignee tax program compliant?
- Is our home sale program creating too much risk?



Identify the
Stories
that define your return on mobility



– SAMPLE QUESTION –

“Is our Green Card program worth the investment?”



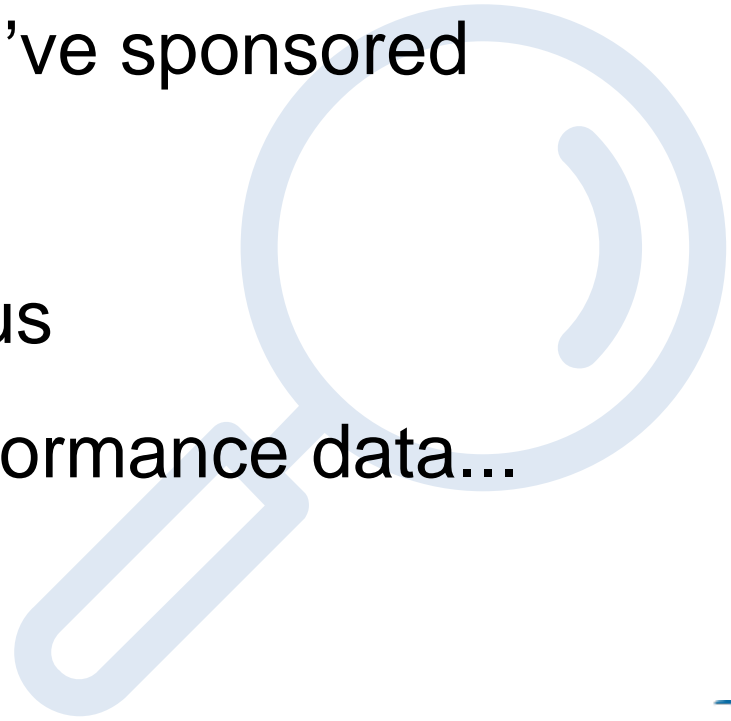
Key Stakeholders

- HR Business Partners
- Immigration Operations Team
- Senior Leaders
- Immigration Counsel



Metrics

- Foreign national employees with Green Cards
- Percent of population you've sponsored
- Duration and cost
- Current employment status
- Job change, attrition, performance data...



Executive Sponsor

Chief Immigration Counsel

- Senior voice
- Invested in the Mobility program
- Metrics-savvy
- Pragmatic and strategic
- Strong relationships



– SAMPLE STORY –

“Foreign nationals who have completed the Green Card process have higher promotion and retention rates than non-foreign nationals at the same level over the same period of time.”



Return on Mobility Action Plan

1. Define your **story**.
2. Find an **Executive Sponsor**.
3. Label the data and **metrics** you'll need to answer the question and build your story.
4. Identify data **sources** and data **owners**. Reach out to them with detailed requests.
5. Name your **stakeholders**. Who will care and how will they be impacted?
6. Create a **work plan** with tasks, milestones, and deliverables.
7. Craft a communication strategy to **share** your results.
8. Answer the question and **tell your story**.



So what is the
Big Payback?



Transparency
Validation
Leadership
Catalyst





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