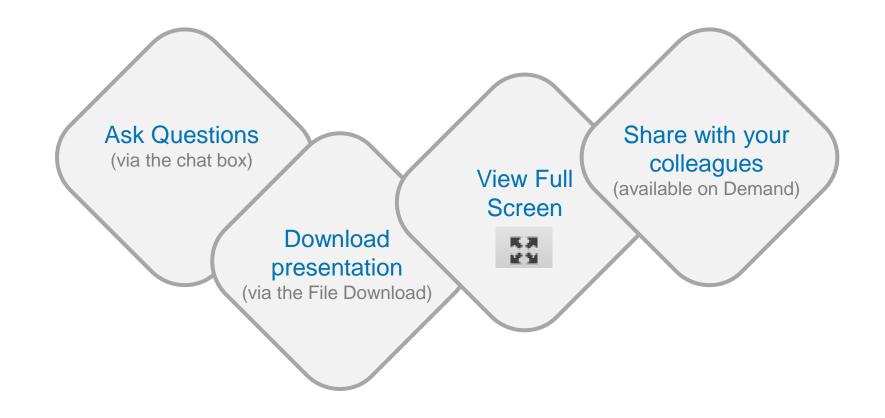


International Mobility and Talent Management: A Marriage Made in Heaven?

February 25, 2020 03:00 PM CET



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Panelists:



Wim De Paepe Founder and Managing Director Kaloma BV

Wim has worked for more than 27 years for P&G in various HR assignments in different countries (Belgium, Switzerland, Singapore), covering most HR fields. He is currently the Managing Director of Kaloma, a strategic HR consultancy focusing on Talent Mobility, Total Rewards, Culture and Inclus...Full Bio



Franziska Huggenberger Head of Global Mobility BASF

Franziska Huggenberger heads the global Mobility team in BASF and has ten years experience in global Human Ressources, all in BASF. Franziska has led recruitment, as well astraining and development teams in Hong Kong and in Germany after moving into the HR function from a marketing role in BASF&r...Full Bio

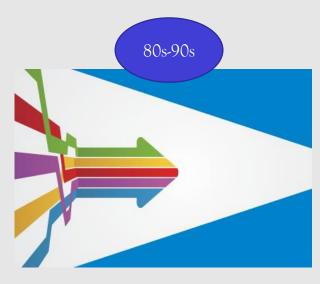
Talent and International Mobility

Wim De Paepe 25 February 2020











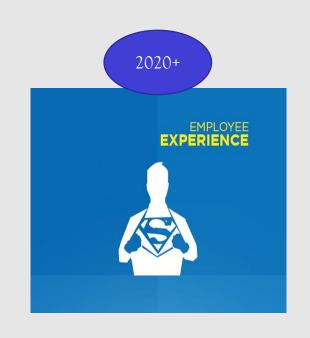


































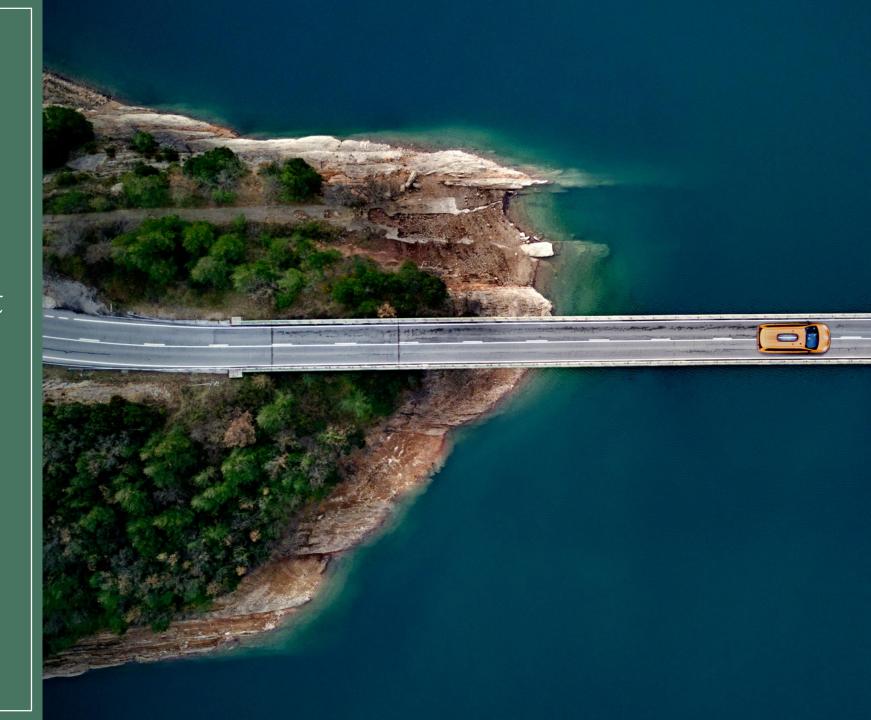




Questions?

Mobile Talent Support at BASF

Franziska Huggenberger 25 February 2020



International Assignments in BASF

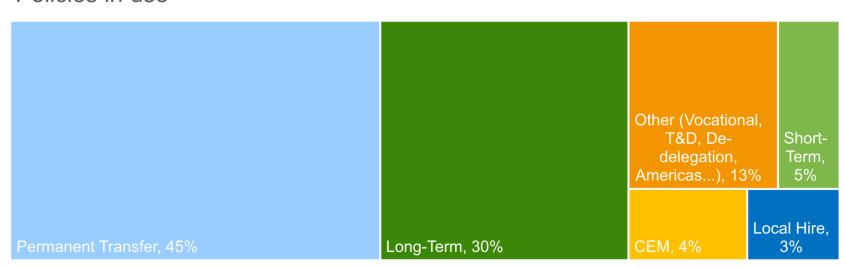
Top Origins* Top Destinations
Ludwigshafen, DE Ludwigshafen, D
Shanghai, CN Shanghai, CN
Antwerp, BE Hong Kong
Sao Paolo, BR Waterloo, BE
Münster, DE Florham Park, U.S.
Mumbai, IN Singapore

1,119 assignees*

1,119 assignees*

1,0%
10%

Policies in use**





^{↑ 20%} ↑ 23% ↑ 57%

^{*}Delegates on assignment on 01. Jan 2020, w/o permanent transfers, vocational, business travellers & local hires (1,119)

^{17 **}Transfer types used, based on assignments started in 2019; Permanent transfers mostly domestic moves in Germany

A match made in heaven? Different Objectives.

■ Talent Management focus

- Find talent & create employer attractivity with diverse candidate groups
- Grow talent & performance
- Retain talent: Engagement & career options

88% of Mobility professionals feel that it is important to align mobility strategy with talent objectives. 2% feel complete alignment in their organization. (Strategic Moves, Deloitte)

■ Global Mobility focus

- Excellent service
- Attractive packages fostering mobility in employees
- Cost containment
- Efficiency & fairness

Irreconcilable differences?

- Segmentation of EVP vs. fairness paradigm
- Talent shortage vs. cost containment
- Personal invest vs. corporate incentives



Successful BASF measures improved over time

Committment

PreAssignment

Talent Pools

Mobility education, focus dual careers

Mandatory development plan & return positions

Anchor Person in home country

Adapted packages for special business needs

poor

On Assignment

Intercultural and language trainings

Onboarding

L&D offers

Talent and salary reviews in home country



Reintegration

Home Port Principle
Ending assignment tracker
Succession planning
Satisfaction monitoring





Business options and consultation

One-way policy for internal candidates

2020: Purpose-led policies based on roles and career paths; mobility analytics





Sample Mobility Analytics

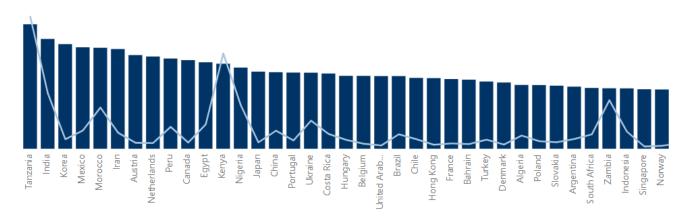
Assignment cost & age groups



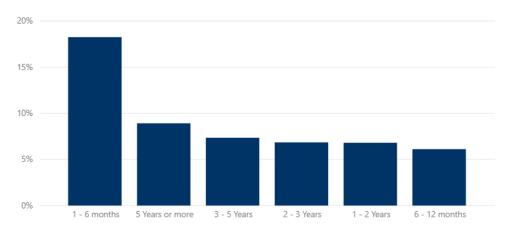
Assignee vs. local employee cost

Annual Basic Compensation and (Basic Comp./GDP(ppp)) ratio by Host Country

Durchschnitt von Annual Amount
 Durchschnitt von (Salary/GDP(ppp)) ratio



ROI by assignment duration



ROI by year





The Global Mobility Maturity Model

Where is your organisation's mobility programme now?

Global Tax Preparation

Immigration Compliance

- Data Security
- · Data Security
- Core Service Provision
- Population Awareness

Compliance

Risk and Liability Containment

- · Service Delivery Model
- Streamlined Processes
- Defined Roles
- Vendor Services
- Management
- Technology Enablers

Compliance

Operational Stabilisation/ Excellence

Core Service Efficiency and Effectiveness

- Core Policies Aligned to Business Needs
- Advanced Business Advisory Services
- Tailored
 Policies/Packages for
 Mass Relocations

Operational Stabilisation/ Excellence

Compliance

Policy Review/Business Alignment

Meeting Business Objectives and Needs

- Global Talent Alignment with Policies
- Global Talent Pool Identification and Tracking
- Global Compensation/ Rewards
- Post-Assignment Retention Strategies

Policy Review/Business Alignment

Operational Stabilisation/ Excellence

Compliance

Integration with Talent Strategies

> Global Talent Management



Measures in the market and some we tried and parked

- Democratized talent culture
 - Self-nomination for talent pools
 - Posting assignment positions & formal selection process
 - Accepting (temporary) non-mobility
- Candidate assessments
 - Measure cultural adaptability, identify risks, recommend coaching and training options
 - Pre-consultations: give candidates the the opportunity to assess the package and personal implications
 - Business guidelines for assignee selection
- New options for new mobile talent groups
 - Attractive commuter and foreign local hire offers (local plus), gig worker support, talent swaps, extended business trips

Questions?



Related Peer Networks:

Total Rewards EMEA Council

Talent Acquisition Executives Council

Global Total Rewards Council

Global Benefits Council

...and many, many more **HERE**

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