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Global Mobility
Globale Mobilität
Movilidad Internacional
人力资源全球调配政策中心

**Protecting Your Investment:
Creating Full-Cycle Support for International Assignees**

Presenters: Laurette Bennhold, Global HR & Mobility, Washington, DC

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Accenture at a Glance



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interpretation
60%

information
40%

We know what it takes to be a Tiger.
According to our landmark research on leaders in 35 industries, high performers consistently excel at translating information into business value, particularly through the strategic use of IT. For an in-depth look at our study of and experience with high performers, visit accenture.com/research

accenture
High performance. Delivered.

• Consulting • Technology • Outsourcing

- Accenture is a global management consulting, technology services and outsourcing company.
- We collaborate with clients to help them become high-performance businesses and governments.
- Our clients include 94 of the Fortune Global 100 and more than two-thirds of the Fortune Global 500
- Net Revenues: US\$23.39 billion for fiscal 2008

LBS- Direct the GM dept. joined Accenture 3 years ago from the World Bank– intercultural field since 85

Who do we have in the room? HR? Those who deal directly with mobility programs? Other?

Before I delve into the core content of this presentation, I'd like to set the context and environment which our programs take place.

Accenture is a global management consulting, technology services and outsourcing company.

We collaborate with clients (business and gov) to help them become high-performing org.

of the Out of the Fortune Global 100, Our clients include 94 and out of the Fortune Global 500 more than two-thirds are clients.

Global Presence



- Accenture has offices and operations in more than **200 cities** around the world
- We have clients in **120 countries**
- Global Delivery Network Centers in **20 Countries**

Global Delivery Network Centers in 20 Countries:

Argentina	France	Mexico	Romania
Brazil	India	Morocco	Slovakia
Canada	Italy	Netherlands	Spain
China	Latvia	Philippines	United Kingdom
Czech Republic	Mauritius	Poland	United States

Accenture has offices in more than **200 cities** around the world

We have clients in **120 countries**

Global Delivery Network Centers in **20 Countries (business processing, application outsourcing)**

Industry-focused Operating Groups



Comm. & High Tech	Financial Services	Public Service	Products	Resources
<ul style="list-style-type: none">• Communications• Electronics & High Tech• Media & Entertainment	<ul style="list-style-type: none">• Banking• Capital Markets• Insurance	<p>Serving sectors:</p> <ul style="list-style-type: none">• Education• Non-profit• Postal• Revenue• Human Services• Defense• Immigration• Justice/Security• Election Services	<ul style="list-style-type: none">• Automotive• Health Services• Industrial Equipment• Pharmaceuticals & Medical Products• Retail & Consumer• Transportation & Travel Services	<ul style="list-style-type: none">• Chemicals• Energy• Natural Resources• Utilities

Our business is structured around 5 operating groups, very diversified (certainly helps in this economy)

In this slide, our industry groups are highlighted.

Comms and High Tech- T- mobile, Dell, HP, Microsoft, Fujitsu Siemens

Financial services-

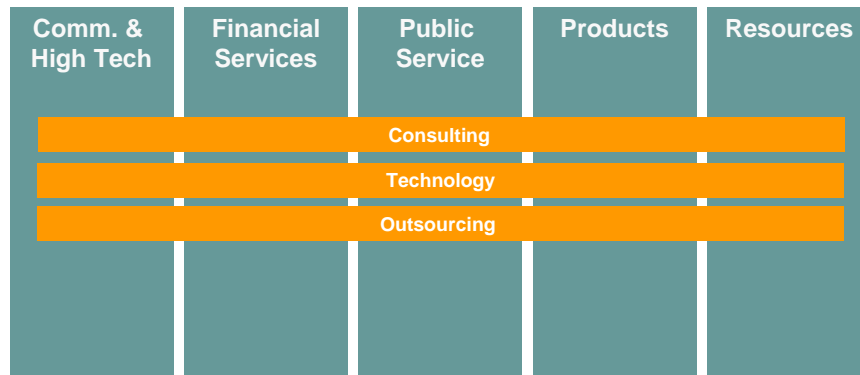
Public Service- Canada Post, S.Africa Revenue Service

Products- Best Buy, Volvo

Resources- BP, Shell

Other client- Royal Shakespeare Co and non profits

Market-facing Structure



We have NO product to sell- our people, our knowledge is what we offer

Through Consulting, Technology and Outsourcing, we develop and offer the skills necessary to lead in the marketplace.

Let's talk about Global Mobility– which is what we call our movement around the world

We also call our expats – assignees (we want it to be part of ACN fabric- - to go on an international (cross-border) assignment

– and not a lavish expat package (which is what historically they used to be, not only at Accenture but at most organizations)

Key Accenture Global Mobility Facts



➤ In FY08, Accenture supported over 15,000 cross-border assignees plus 5,000 business travelers (less than 60 days)

- Short term assignments, less than 1 year: 80%
- Long term assignments, greater than 1 year: 20%
- Industry leading number of assignees

➤ A complex, largely virtual, organization

- 186,000 employees in 49 offices in over 80 locations globally



Cross-border Assignments have a **Significant Impact** on Accenture's Business

Here are some statistics which highlight the impact of GM on Accenture. The numbers you see here are correct.

In FY08, we supported over **15,000** cross-border assignees plus an additional 5,000 business travelers

Short term assignments, less than 1 year: 80%
Long term assignments, greater than 1 year: 20%
Industry leading number of assignees

We have a complex organization

We have 186,000 employees in 49 offices in over 80 locations

We have 48 different Time & Expense systems

96 different country supplements (variances to global policy)

We work 24 hours, around the clock

Plus many of us are virtual- my entire global team is virtual

Mobility Trends



What global mobility trends are you seeing?



How has the profile of an assignee changed?

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I'd like to get a sense from you as to what trends do you see?
As I speak to some of the global trends that Adventure is seeing, I'd like you to think about what trends assignees are more experienced and how closely do they match.
more vocal

Pair up– in the past 5-10 years what changes/trends have you seen?

How has the profile of the assignee changed?

Hear some answers.....

Accenture Mobility Trends



Global Mobility Trends:

- Increased international relocations
- More women as assignees
- More critical skills in new hires
- More employees opting to turn down an assignment in favor of family stability and support system in present location
- More mergers and acquisitions
- Increased globalization
- Increased numbers of unaccompanied mobility
- More short-term assignees
- Increased need for short term project based assignments

Assignees are:

- More experienced and demanding
- More independent/technologically savvy
- Younger, single, more culturally diverse
- Increased international experience-language and cultural fluency

Assignees want:

- Information faster
- Electronic communication but with a personal touch
- Policy flexibility to meet their needs
- Work and family balance
- More assurances regarding security

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Accenture is seeing more and more of these trends listed here.

We have always had extraordinary numbers of **short term assignees** and large proportion of these being **unaccompanied**.

We are seeing **increasing women, more critical skills needed and increasing assignments in emerging markets**.

Let's talk more women, our research shows that 20% of our assignees are women. I as a GM professional ask myself, do we have fewer women going on int'l assignments than men **because our current program did not attract our female employees with the kind of support they might need**. This is 1 example of variables we examined and will continue to look at as we keep our GM program responsive to our needs and trends.

CLICK

I'm sure many of you already experience that assignees are more experienced, younger, more culturally diverse and more vocal in what they want. We certainly see that with the number of exceptions we receive. Later on in the presentation , I will share with you how Accenture has overcome this.

Assignees also seem to want information faster and with not only high tech but high touch.

Listed on this slide are some of the trends we have seen evolving over the years.

5 Critical Steps to our Mobility Program



- 1. Work with various stakeholders**
What stakeholders are critical for success?
- 2. Address critical issues and revamp existing mobility policies**
What are some solid principles behind mobility policies?
- 3. Enhance the employee experience by providing better support**
What should this support look like?
- 4. Create resources tools**
What tools should be created?
- 5. Maximize technology**
What could this look like?

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In order to re-design our GM strategy to better meet our business needs in challenging economic times, we began by asking a series of critical questions and steps listed here.

The presentation will cover each of these in depth.

1. Work with Various Stakeholders



- Ensure the assignee's needs are addressed
- Ensure the family needs are addressed (whether on assignment or remaining in the home country)
- Collaborate and integrate global mobility policy, strategy with business needs
- Rapid and successful movement of assignees/families across borders



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We have various **key stakeholders/demands** that we need to ensure that we are meeting their needs:

1. **assignee's needs** (plus their families)
 1. Single Point of Contact (POC) for **Senior Executives**
2. Integrate global mobility **policy, strategy and implementation groups**
3. since we are client driven– when a client requests someone or a project– we need to ensure that we can deliver in a timely manner. – we need to make sure we can have **rapid deployment if/when that is needed.**

Context: Where we came from



Former Primary Responsibilities for Accenture's Global Mobility Team:

- **Create policies**
- **Escalation point for exception requests**

The Global Mobility Function Had to Change to Support a new Strategy and Program...

When I came on board a few years ago and traditionally at Accenture, the global mobility team consisted of few people primarily responsible for creating policies and managing the exception process.

Not a lot of strategic responsibilities nor linkages with other parts of Accenture.

The GM function had to change to support the new strategy and program..

Expanded Responsibilities



We are now an interdisciplinary team with new requirements.

In order for GM to be responsive to our people, our business and our clients and to provide the necessary support our team has enhanced responsibilities which are shown here.

This includes supporting **critical recruiting and staffing initiatives**,
linking mobility to talent management and

being a **strategic HR business partner** with various stakeholders that rely on GM for business success.

To that end this next slide, really shows the integrated approach that we took to partner with a wide variety of stake holders.

Global Mobility's NEW Integration Points and Stakeholders



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GM, obviously **can not**, nor **would want** to work in a silo to support an assignee.

Mobility needs to have a “treetop” focus and strong linkages to each of these areas. We have been working hard at building our strategic alliances in order to better support our business and support our assignees.

Legal, travel, communications, finance, global asset protection (safety and security group) and compensation and policy.

2. Address critical issues and revamp policies



WHY:

- Provides more flexibility
- Ensures market competitive norms
- Assists with global governance
- Better manages exceptions requests
- Enables overall growth and geographic expansion
- Enables consistent application of policies country to country
- Standardizes administration



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Moving on to #2- addressing critical issues and revamping our policy

The primary drivers for any changes that we are making and ultimately our goal is to have rapid and successful movement and integration of our assignees to support our business needs.

Part of this vision and the approach we wanted to take was to be more flexible and more employee-centric in our approach while remaining market competitive and enabling overall growth and geo expansion.

So, (like many of you) while we work to meet Accenture's business needs, it remains critical to meet our employee's needs.

Clearly one of our challenges is to balance the sheer volume of assignees to deal with everyday and the requirement to be employee-centric and to enable our overall growth.

Policy changes “Before & After”



Before	After
“One size fits all” policy	Distinct policies recognize relevant business and geographic needs
Prescriptive policy provisions	Provisions provide more spending options
Frequent exceptions resulting in “higher-than-expected” policy costs	More predictable cost by setting fixed amounts used at employees’ discretion
Administrative complexity	Simplified administration : bundle separate provisions into one to minimize dependency on individual country supplements
Different treatment of similar situations	Equitable and consistent application of policies

This slide depicts the before and after state of our global mobility program. Here are some of the more policy oriented changes-

Accenture **moved from a one-size-fits-all policy** (not update in 6 years) to **distinct policies based on business needs**, which I will tell you about in a moment.

Drivers were **simplifying administration** and **adding flexibility by bundling current separate provisions into one** and providing more tools to you, who support assignees from various roles.

There is now **greater consistency and equity to the employee experience**, which is especially critical when you have multicultural project teams where employees quickly understand where the policy approaches are different and want to know why.

Policy changes “Before & After”



Before	After
Mobility policies and processes not aligned with the Accenture career experience	Embed Accenture career experience in global mobility program
React to opportunity based on demand, which could lead to force-fitting with current policies	Proactive response to our people and business needs by focusing on distinct needs with relevant policies
No focus on the employee experience	Enhanced assignee experience
Limited focus on employees and family resources	Programs support families : pre-move assistance, destination services and repatriation protocols
Not easy to find mobility information	“One stop shop” for information at newly launched Global Mobility Navigator site

Continuing in this same vein– these are some of the more HR type of changes we made

Accenture moved from being reactive to proactively responding to our people by having distinct policies.

There is now more of an enhance assignee support to include the family.

Not easy to find mobility information- some was on travel page, policy page, some info was no where to be found– creating [“One stop shop”](#) for all mobility –related information at a new Global Mobility website

Let’s take a look at the kind of assignments one can go on--

Broad Mobility Categories

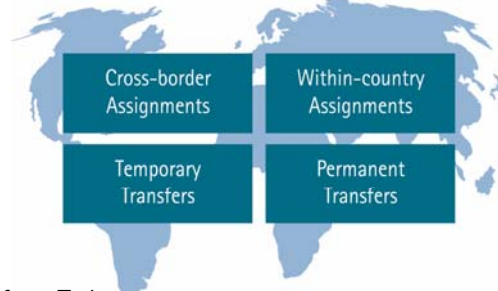


Cross-border Assignments: Fill client or internal business need with a non-local national

(Home Country Payroll & Benefits)

Within-country Assignments: Fill client or internal business need with a local national

(Home Country Payroll & Benefits)



Temporary Transfers: To increase employee knowledge of a particular country, gain technical skills, establish global networks, or language acquisition.

(Host Country Payroll & Benefits)

Permanent Transfers: Fill client or internal business need permanently

(Host Country Payroll & Benefits)

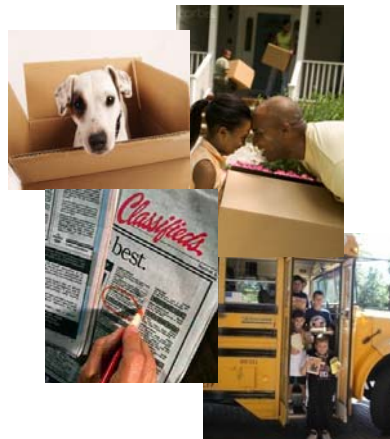
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Examples for each Category: starting in the top left

- Cross-border Assignments - role on client engagement or leadership opening in Manila.
- Within-country Assignments - role on client engagement or leadership opening in Kyoto from someone in Tokyo.
- Temporary Transfers - Global Careers Program or a Norwegian employee seeks one-year work experience in India to increase knowledge of Indian market.
- Permanent Transfers - role on client engagement or leadership opening in Sao Paulo or within the country); or at the request of an employee, to move to another location permanently.

3. Enhance the employee experience

- Destination services
- Family matters
- Spouse/life partner career
- Education issues
- Cultural savvy
- Repatriation



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Looking at the 3rd critical step—

Through a assignee gap analysis and benchmarking, we really took a hard look at the assignee experience. There were many glaring gaps— and I am pleased to say that now we have these 6 services:

Destination services- global service provider who provides a settling- in service

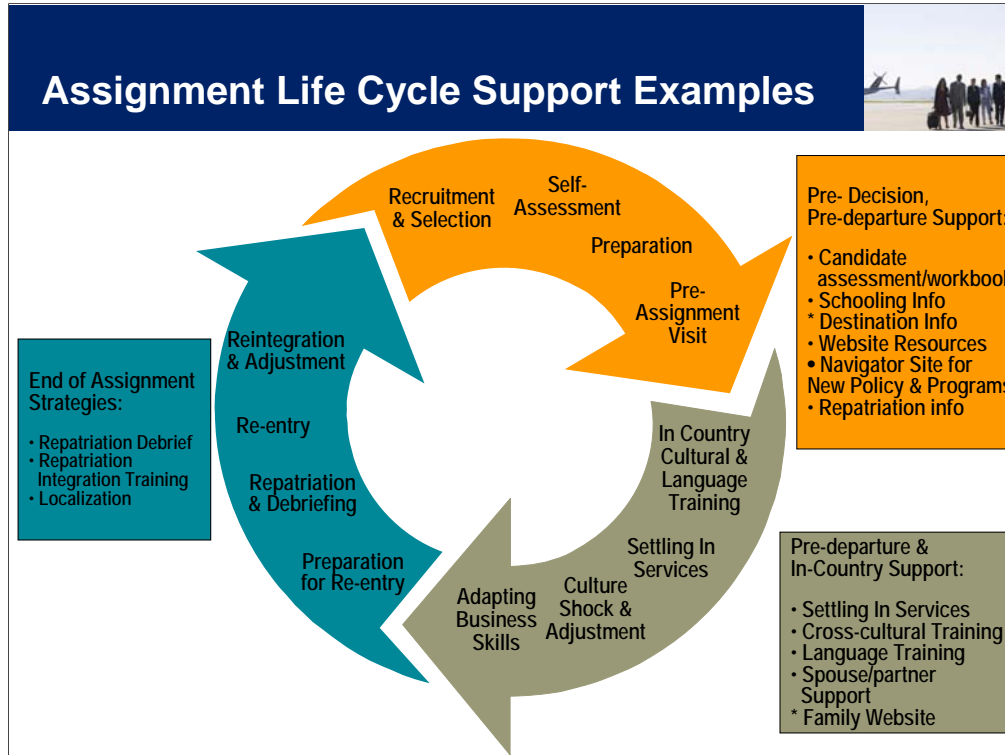
Family matters- we have many more offerings for the spouse and children, (creating a website- which I will speak about later)

Spouse career- we have spouse career support:

Education issues- online information about children's education, daycare issues and types of educational paths

Cultural savvy- we offer on-line cross-cultural tools plus in country on the ground cross-cultural training

Repatriation – and we have just started offering repatriation support for the assignee and those who support the assignee which I will speak about later as well



This is our assignment lifecycle- This slide is an overview of the international assignment experience. There are three distinct phases:

1. Pre-departure- from recruitment/selection to visiting the country-
 - Candidate assessment workbook- not only for employee but we have spouse/life partner pages and considerations if moving with children
 - Destination info and
 - Consolidated website of all Accenture relocation information (which I will highlight later on)
2. Onsite-
 - We provide in country language and cultural training and for all levels- on line cross-cultural training
 - There are articles on a central website about cultural adjustment and specifics by each country
3. Returning home
 - we all know that the repatriation phase is very critical and often overlooked
 - We have a repatriation program and debrief in person for the family upon re-entry and supporting information and materials
 - Yet we also know that in order to ultimately support the family – we needed to support those who support the family...

Assignee's Support Network



As you can see here, there are many people who touch and can support an assignee- they have a large network. These relationships are very important and we wanted to make sure that we were educating and raising awareness of the assignees support network as well as the assignee. After all, we often times have someone supporting an assignee who has not been an assignee themselves.

Here you can see a myriad of people who might support the assignee

RMS- implementation arm of our policy, visa, immigration, tax

Career counsellor-

Most often an employee's manager. There are roles and responsibilities for the career counselor that include annual performance reviews but also there is an expectation for career planning discussions to occur throughout the year and especially at moments that are called "career turning points".

Supervisor- boss, reports to

As a consulting business we are often deployed by projects. **Project manager**- project driven, various roles on a given project

Program Sponsor- leadership development assignments or our international experience program- GCP

4. Create resources and tools



Sample Tools:

- Job Aids
- Career Counselor/Assignee Mobility Guide
- Individual Development Plan
- Repatriation Integration Training



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The 4th crucial step to enhancing our new strategy/program was to create new tools.

In this process to enhance the assignee experience we created tools for both the assignee, the family and those who support the assignee. I have chosen 4 to share with you today.

So let's look at some specific tools that we created.

Job Aids



A document created for key roles that support the assignee in Global Mobility process

- **Includes:**
 - **Overview of expanded Global Mobility program objectives and how each above role fits in**
 - **Clear explanation of relevant new program enhancements**
 - **Explanation of any new support that should be provided by each role at different stages of the cross-border assignment**
 - **List of resources and tools (i.e., website)**

I want to start with what may be most obvious yet critical to supporting the behavior change and communication of the new program and that is job aids.

I'll be interested to hear from you during the question time- How many of you use the concept of "job aids" in your own organizations?

How many of you have them for your mobility programs or create them when you implement something new?

So, we **reviewed the job aid template** at Accenture, **identified three key audience members** and created a job aid that gives an **overview of the whole program. This included the new GM program objectives and how roles are impacted and an explanation of the new support available.**

These are now housed on a website and is being distributed during the communication training programs as part of implementations.

Career Counselor/Assignee Mobility Guide



An online guide that provides Counselor access to relevant information to help coach Assignee; provides Assignee guidelines to support these interactions

- **Intended to:**
 - Highlight the tools and links that will help shape these discussions
 - Provide links or answers to specific questions
 - Better equip career counselors /supervisors and assignees to manage discussions related to international assignments
 - Provide simple, consolidated information at the point of need to assist counsellors as they address important, common, turning points for our employees prior to, during and upon repatriation from an international assignment

You have seen on a few slides already the name “Career Counselor” that Accenture uses. The Career Counselor at Accenture is most often an employee’s manager. There are roles and responsibilities for the career counselor that include annual performance reviews but also there is an expectation for career planning discussions to occur throughout the year and especially at moments that are called “career turning points”.

When I first started working with Accenture, I was thrilled to know that this role existed and that there was already a Career-counselor – Counselee relationship and process in place. Anyone here who has tried to create assignee-mentor programs knows how hard it is to establish those programs without the performance expectation that the relationship has meaning.

So, we took the template that is used for the general population and established a discussion guideline for the career counselor specific to an international assignment.

What should I be talking to my counselor or counselee about if the person is considering an international assignment? If they are about to go? if they are in the middle of an assignment? If they are preparing to return? If they have just returned?

We also summarized the tools and resources available, provide links to the web navigator

It is a win win that it addresses “out of sight, out of mind” fears that assignees told us about in the current state assessment, it supports dialogue with non-assignment managers.

We provided simple, consolidated information to assist Counselors as they address important, common, turning points for our employees prior to, during and upon repatriation from a cross-border assignment

Individual Development Plan



An individual development planning tool specific to the assignee experience

Intended to:

- **Increase an assignee's ability to capture, incorporate and evaluate his/her international experience**
- **Have alignment with Accenture's Development Discussion Guidelines of the general population**
- **Enable assignees to better summarize professional experiences and development resulting from/specific to a cross-border assignment role**
- **Be housed in the performance management system with an additional link from the Global Mobility and Relocation Navigator website**

We created some specific links to talent management- one being the Individual Development Plan. We knew from the beginning that we wanted to provide a tool that could be used for individual development planning for assignees.

We also knew that we needed to modify and shape tools in our existing performance management process. We used the same templates and identified ways to tweak the existing fields and questions to acknowledge and address the assignee's experience.

We then created a tool, for the assignee to be able to capture, incorporate and evaluate his/her int'l experience. They could complete prior to going into a performance or career planning discussion. This would help them incorporate the assignment angles of their current role or next steps planning.

Instead of having a tool that was isolated and siloed in Global Mobility, we internationalized the existing individual development plan for those on assignment. So, if an employee goes to the career planning site, there is going to be a drop down box that says, "if you are on an international assignment, click on this link for this form"

Repatriation Integration Training



Supports those responsible for critical phases of an assignee's repatriation from a long-term assignment

Intended to:

- **Be part of Global Mobility's ROI strategy**
- **Provide strategies related to reintegration**
- **Focus on career planning**
- **Increase the ability to maximize the international experience**
- **Increase Manager and HR understanding related to personal and professional repatriation challenges of an assignee**
- **Part of the MyLearning curriculum with "required" a future goal**

This last example we created is a Repatriation Integration on-line training with video streaming and quotes from former assignees. This will be a self guided learning housed on our curriculum website.

This workshop or training is NOT for the assignee, but for those who support the assignee (HR, the new manager).- We have other tools for the assignees themselves.

This is an opportunity to prepare someone for what their role and responsibility are (why should they know if they haven't ever supported an assignee before), and it puts consistency in the employee's repatriation experience.

For Accenture, it is another place to get the message across that Accenture values international experience, we value strong retention numbers, we know that repatriation is often a disconnect for assignees and new team leaders.

- Provide strategies related to reintegration to increase the ability to maximize the international experience and also strategies which focus on career planning
- Increase Manager and HR understanding related to personal and professional repatriation challenges of an assignee
- Consider specific strategies for an assignees' integration/reintegration prior to, during and post-repatriation

Eventually, we would like to have triggers that communicate about this module to HR and managers when an assignee is in the final months of an assignment.

5. Maximize technology

GOALS

- Create an on-line initiation form
- Create a one-stop web site for access to support and information
- Create a network of support among the assignees and families themselves
- Encourage knowledge sharing and cross-border support.
- Create a family website to provide support and resources on the transition, spouse career, children and schools, culture, and country-specific information.

Created a site on employee website to house all information related to mobility. One stop shop for:

- Links to policies and contacts
- Articles of interest
- Chat function and ask a question function
- Specific sections for HR, employee's managers and Finance
- External web site for spouses and families



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This slide shows the types of technology that we are using.

We're in the process of creating an on-line initiation form.

We are re-designing our GM website site with country specific information and a get connected section for assignees to connect with other assignees. There are specific sections for HR, employees managers and finance

We also are creating an external spouse website which will have support tools and career articles for them. In addition it will have a "get connected

Summary of the Critical Steps to our Mobility Program



1. Work with various stakeholders:

- Ensure the assignee's needs are addressed
- Strategic Integrated responsibilities

2. Address critical issues and revamp existing mobility policies:

- Manage the compliance, financial risk, immigration, tax, legal and labor law issues
- New policies: Provide more flexibility, ensure market competitiveness, and offer greater opportunities for employees to enhance their career

3. Enhance the employee experience by providing better support:

- Destination services
- Family matters
- Spouse career
- Education issues
- Cultural savvy
- Repatriation

4. Create tools

- Job Aids
- Career Counselor/Assignee Mobility Guide
- Individual Development Plan
- Repatriation Integration Training

5. Maximize technology:

- Create a one-stop web site for access to support and information
- Create a network of support among the assignees and families themselves
- Encourage knowledge sharing and cross-border support.

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Here you can see the summary of some of our critical steps we have taken from stakeholder involvement to creating new policies, tools and support. All of these critical steps and approach have the same purpose/vision– to rapid and successful movement and integration of our assignees to support our business needs. AND to be more employee-centric in our approach– to support the assignee and those who support the assignee

Especially during these challenging economic times, Accenture acknowledges the critical nature of a cross-border assignment. Even with reduced cross-border volumes, each assignment carries a higher risk as well as potential return on investment.

Lesson's Learned



- **More complicated than anticipated**

- Culture differences
- Country variances
- Change management
- Communications (portal/written) due to work council/trade unions
- Staggered rollout
- Less consistent prior to policy changes that we had thought

- **Encourage you to have:**

- Global Project team
- Geographic implementation lead in each geography
- Cross-functional team in each geography
- Steering committee to ensure philosophy and the spirit of the changes are held true
- Executive Sponsor
- Comprehensive communication, training and change-management plan



ed.

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As you can probably imagine- some lesson's learned about implementing a new strategy and policy-- is that it was more complicated than anticipated-- (even having been in the intercultural field for decades, there are always Cultural differences that arise.

This was a huge change management effort and we brought in change management and communication consultants (What's great about Accenture is that we already have all of these capabilities internal)

We ended up having a staggered rollout of the policies over a 6 mo period due to 48 different time and expense reporting systems.

And there was less consistency across the globe than we had originally anticipated so at times it was much like an archeological dig.

So – if you are ever to do some thing like this– or are considering a major new mobility direction–

I would encourage you to have:

Global Project team- **various cultural perspectives**

Cross-functional team in each geography- **for various capabilities**

Executive Sponsor/Steering committee to ensure **philosophy and the spirit of the changes are held true**

Comprehensive communication and training plan (over arching change management plan)

Global Mobility Success at Accenture



- An overwhelming majority (**83%**) of employees feel that their international assignment will be viewed as a **positive experience** on their next project/role; of this majority **85%** felt that international experience was a **key component** to their **personal career goals**.
- **80%** of employees felt that their international experience **increased their commitment** to Accenture.

- **85%** of employees would **recommend** their expatriate experience **to others** and **85%** would **do it again**.

All data from Accenture, Relocation Management Solutions and Global Mobility 2008 Survey



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So having heard our lesson's learned- what does GM success at Accenture look like-

(83%) of employees feel that their international assignment will be viewed as a positive experience

85% felt that international experience was a key component to their personal career goals.

80% employees feel an increased commitment to Accenture.

85% of employees would recommend their expatriate experience to others and would do it again.

Accenture aims to be best in class for it's strategy and approach to global mobility—as you can see it is a process that **includes creative new strategies, and providing tools and support to the assignee those who support the assignee.**

and because it is a continuous learning/fine tuning process— we will continue on this journey of updating our policies and strategies.

In order for Accenture to remain an innovative and cutting edge global company, we must continue to have a passion for our business and be committed to supporting our cross-border assignees and their families especially in a challenging economic world.