



**The impact of HR trends on
Mobility, Talent and Reward**

September 2016

Contents

Introduction	1
The key trends	2
Strategy	4
Business partnering	5
Agility	6
About the Global Mobility Transformation (GMT) team	7
Contacts	8

Introduction

Deloitte’s Human Capital Trends annual survey is one of the largest HR studies. The report identified several potential workforce changes which will have a fundamental impact on global deployments, international reward structures and talent development programmes now and in the future.

For further information please follow this link:
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-dup-global-human-capital-trends-2016.pdf>




7,000+ business and HR leaders 



in over **13**  countries

 participating in the survey.

In this report, we have considered the trends identified and have evaluated the impact in a Mobility, Talent and Reward context. We believe the trends and their impact can be categorised into three areas, as shown below.

		
<p>Strategy</p> <ul style="list-style-type: none"> Culture Shape culture, drive strategy People analytics Gaining speed Design thinking Crafting the employee experience The gig economy Distraction or disruption? 	<p>Business partnering</p> <ul style="list-style-type: none"> Leadership awakened Generations, teams, science HR capabilities Growing momentum toward a new mandate Engagement Always on 	<p>Agility</p> <ul style="list-style-type: none"> Organisational design The rise of teams Digital HR Revolution, not evolution Learning Employees take charge

Whilst we have analysed all of the top 10 HR trends in the report, we believe three of these could have a significant impact on Mobility, Talent and Reward. The key trends are highlighted above and further analysis is provided herein.

The key trends

Trend 1:

The complex workforce
(The gig economy)



There is a lack of understanding among leaders as to who and what their workforce comprises and how to manage today's diverse combination of worker types.

Impacts

Talent now need to understand a new cadre of individuals – those within the organisation with a range of backgrounds, generations, aspirations, but also those outside the organisation. Alongside this, Mobility may need to expand the range of assignments (e.g. swap schemes, project workers and commuters) to encourage international moves.

Talent will face the initial task of attracting, managing, engaging and retaining a diverse set of individuals with a range of contractual relationships with the organisation. An increasing use of sources such as LinkedIn and Topcoder are likely to become commonplace.

Traditional Reward approaches may no longer be suitable. Challenges such as compliance implications associated with cross border remuneration come to the surface, as well as the question of fairness in Reward for employees versus contingent workers.

Trend 2:

The lack of HR skills
and capabilities
(HR capabilities)



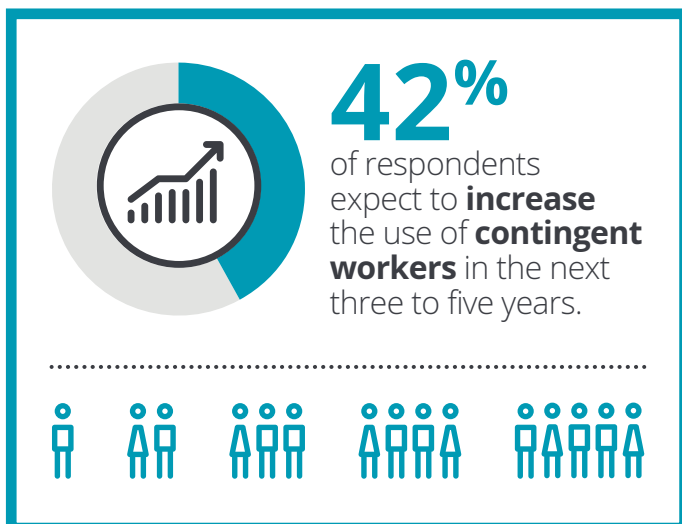
HR need to have skills which ensure they understand business strategy and can leverage future technology. There is a gap in the understanding of wider business strategies, preventing HR from effectively embedding and aligning themselves with the business.

Impacts

Talent need to focus on recruiting and training individuals across Mobility, Talent and Reward with the future skills required. The brand of the organisation will play an important role and so the culture and strategy need to be clearly defined and communicated.

With the need to focus on strategic activities, it will be necessary for administrative processes and tasks to either be outsourced or offshored. Mobility will need to determine the right tasks to transition, depending on volume and level of standardisation.

The Reward approach needs to be agile to support exponential changes to business strategy. As a first point, though, the wider business strategy needs to be understood by the Reward professionals to ensure the Reward strategy supports this.



Trend 3:
The rise of teams
(Organisational design)



There is a movement towards a network of teams, whereby small teams deliver results faster, engage people better and stay closer to their mission. The digital revolution helps teams stay aligned.

Impacts

Traditional performance management will need to evolve to accommodate this shift in the organisational structure – global and more project-based objectives will become more important.

As we move towards a culture with less restriction on where talent comes from, organisations are starting to look at the global supply and demand matching. In particular, we have seen a rise in supply/demand technology tools taking a global approach.

This may mean a rise of employees (and contractors) in different locations, working together. This is likely to increase the volume of short-term, project-focused assignments and business travel.

As we move towards a culture with less restriction on where talent comes from, organisations are starting to look at the global supply and demand matching. In particular, we have seen a rise in supply/demand technology tools taking a global approach.

92% of companies believe that **redesigning the organisation** is **very important** or important, making it **#1** in importance with respondents.



Mobility

We are seeing a rise in becoming involved in business initiatives, including



cost reduction (43%) and **business transformation** (32%).

Strategy



Key: ■ High impact ■ Medium impact ■ Low impact



Culture

Culture can determine success or failure during times of change. However, leaders struggle to understand their culture and it is often poorly documented.

- The impact of this is that **Mobility, Talent and Reward** may find it challenging to articulate a strategy which is successful and aligned to the organisation's culture.
- **Mobility** can be utilised to help develop a global mindset of their workforce and embed a global culture.



People analytics

There is a rapid adoption of integrated cloud-based systems and the recruitment of people with analytics backgrounds coming into HR, to be able use people data to inform decisions.

- **Mobility** should ensure that the data they hold can be integrated with domestic people data to help inform decisions related to predicting factors for successful assignments, understand issues on repatriation and start to be able to articulate the return on investment. Insightful data will also enable Mobility to engage with key business stakeholders and contribute to strategic partnering.



Design thinking

Organisations need to focus on the employee experience, however processes are not designed with the user experience in mind.

- **Mobility, Talent and Reward** need to partner with HR to update processes that complement technology whilst ensuring the user experience is at the forefront.
- **Mobility** also need to determine if employee experience is a priority for the organisation balanced with the need for consistency and cost control.



The gig economy

There is a lack of understanding amongst leaders as to who and what their workforce comprises. Corporate cultures are also unreceptive to part-time and contingent staff.

- **Mobility** should be able to provide a more globalised view of the workforce and enable getting the right talent to the right place, at the right time.
- **Talent** will face the task of attracting, engaging and retaining a diverse set of individuals with a range of contractual relationships with the organisation.
- **Reward** packages should be designed to meet the requirements of this diverse population (e.g flexible options, lump sums, commuter packages).

Business partnering



Key: ■ High impact ■ Medium impact ■ Low impact



Leadership awakened

There are leadership gaps due to an ageing population and a focus on positional leadership. Millennials need to develop their experience before they are ready to lead and there is a need for a more team-centric workforce.

- Investment can be made into **Mobility** to develop leadership pipelines earlier in careers by providing leadership and developmental assignments.
- In addition, **Mobility** can support in providing global mentoring and learning programmes by facilitating assignments that focus on closing current and future leadership gaps.



HR capabilities

HR needs to have skills which ensure they understand business strategy and can leverage future technology. They will need to be a valued talent, design and employee-experience consultant.

- **Mobility, Talent and Reward** are experiencing the same capability gaps. There is a need to provide strategic, value-added support rather than a purely administrative function.
- **Talent** needs to focus on recruiting and training those individuals with the future skills required and utilising the tools they have available to begin strategic business partnering.
- **Mobility** service delivery needs to be structured in order to optimise operations and facilitate strategic business partnering.



Engagement

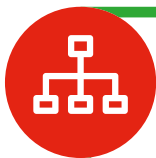
The needs of the workforce are changing where job changes happen rapidly and development is needed quicker. Employees want more flexibility, creativity and purpose.

- **Mobility** touches every HR process which provides the Mobility team with a privileged position of close interactions with the assignee.
- **Mobility** should adopt the “always on” approach to keep up with changing objectives of the assignee and co-worker and be willing to adjust the level of support, as appropriate.
- Metrics are required in order to constantly measure engagement both within the **Mobility** lifecycle of an assignment, as well as post-assignment.

Agility



Key: ■ High impact ■ Medium impact ■ Low impact



Organisational design

There is a movement towards a network of teams, whereby small teams deliver results faster, engage people better and stay closer to their mission.

- This will mean a rise of employees (and contractors) in different locations working together. This is likely to increase the volume of short-term, project-focused **Mobility** assignments and business travel.
- **Mobility** also needs to ensure that they are considered one of the small teams that solves business problems by working closely with Talent, Reward, Tax, Finance and the business.



Digital HR

With the emergence of digital HR solutions, HR has to rethink the way people work and understand the channel of preference for workers.

- The key challenge for **Mobility** is ensuring that the solutions adopted by the organisation can track and store Mobility data due to the complex nature of assignments.
- Self-service platforms are now developing and **Mobility** should consider the best channel for interaction with their assignees depending on their Mobility drivers.



Learning

Organisations need to move towards providing innovative platforms that enable people to develop themselves. Skills are not being developed fast enough.

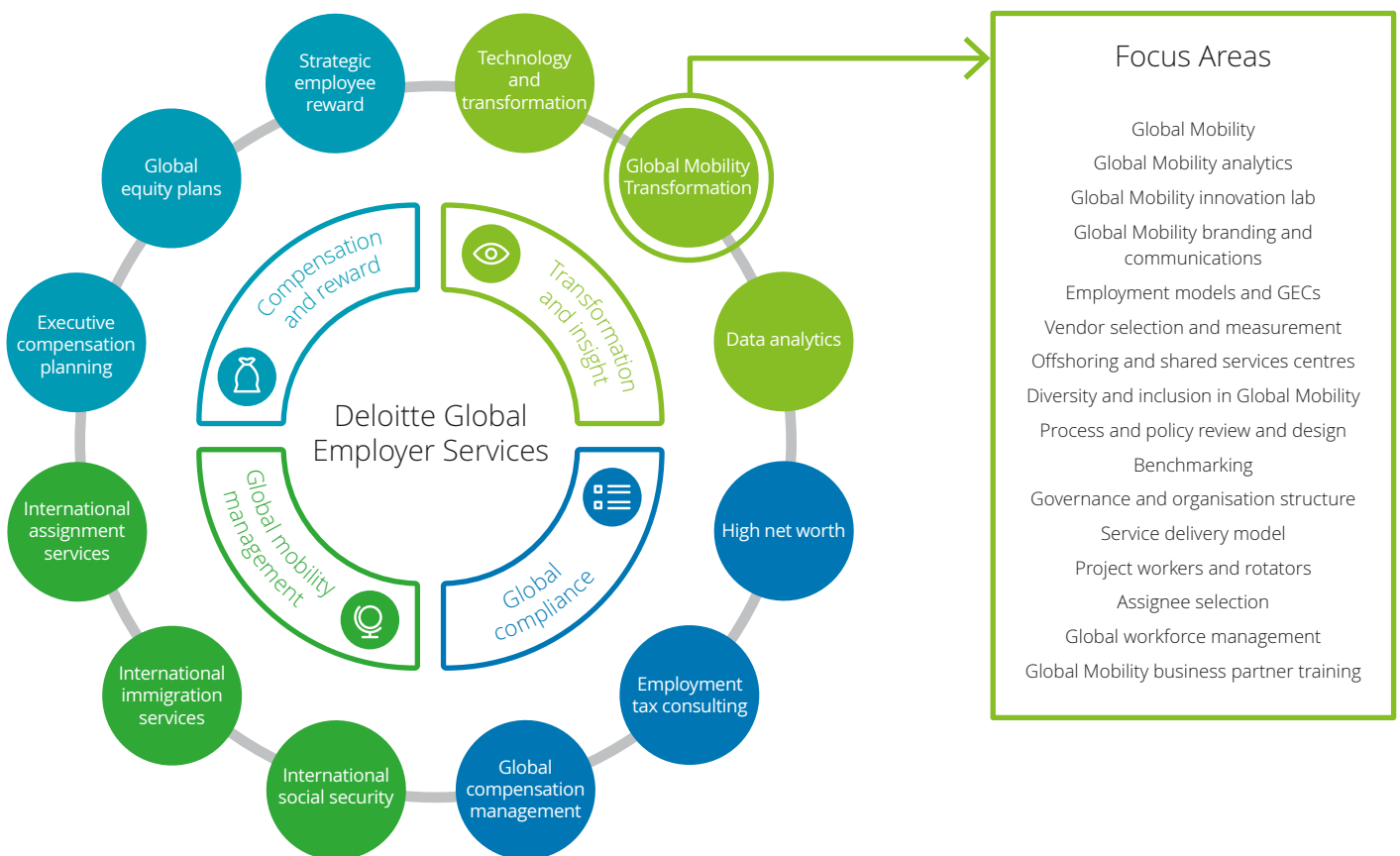
- Individuals want self-learning opportunities and self-select type **Mobility** assignments will become more in demand as Gen Y and Gen Z enter the workplace.
- Skills gained via **Mobility** assignments contributing to the development of global leadership should be tracked and shared.
- **Talent** need to consider ways in which employees are trained and developed whilst on assignment (e.g. coaching, online courses etc).

About the Global Mobility Transformation (GMT) team

Our market-leading Global Mobility Transformation (GMT) team works with companies to optimise or set up their Mobility programme.

We sit within Global Employer Services (GES) and provide consulting services for mature and emerging Mobility programmes in businesses of all sizes and from all industries.

We provide advice on a range of subjects, including policy and process benchmarking and design, optimising Mobility team structure, cost optimisation, programme effectiveness measurement and global talent strategy planning.



Contacts



Andrew Robb

Partner

Global Employer Services, Deloitte LLP

2 New Street Square, London, EC4A 3BZ

Direct phone: +44 20 7303 3237

Mobile: +44 79 1490 7012

anrobb@deloitte.co.uk



Rumi Das

Director

Global Employer Services, Deloitte LLP

2 New Street Square, London, EC4A 3BZ

Direct phone: +44 20 7007 0433

Mobile: +44 78 8782 5154

rudas@deloitte.co.uk



Beth Warner

Associate Director

Global Employer Services, Deloitte LLP

2 New Street Square, London, EC4A 3BZ

Direct phone: +44 20 7303 8643

Mobile: +44 78 7911 2991

bewarner@deloitte.co.uk

Regional contacts

EMEA

Netherlands

Wouter Van den Berg
wovandenBerg@deloitte.nl
+31 882881833

Belgium

Jan Brown Helgeson
jbrownhelgeson@deloitte.com
+32 2 600 68 84

Denmark

Sanne Hoejris
shoejris@deloitte.dk
+45 30 93 62 39

Finland

Veera Campbell
veera.campbell@deloitte.fi
+35 8207555392

Germany

Michael Weiss
micweiss@deloitte.de
+49 89290367614

South Africa

Delia Ndlovu
delNdlovu@deloitte.co.za
+27 828293872

Norway

Stig Sperre
ssperre@deloitte.no
+47 23 27 96 07

Sweden

Torbjorn Hagenius
thagenius@deloitte.se
+46 75 246 31 68

Switzerland

Per Melberg
pmelberg@deloitte.ch
+41 58 279 9018

United Kingdom

Andrew Robb
anrobb@deloitte.co.uk
+44 20 7303 3237

Rumi Das

rudas@deloitte.co.uk
+44 20 7007 0433

The Americas

Nicole Patterson

nipatterson@deloitte.com
+1 408 704 2089

Jonathan Pearce

jrpearce@deloitte.com
+1 212 436 3268

APAC

Hong Kong

Tony Jasper
tojasper@deloitte.com.hk
+852 22387499

Japan

Russell Bird
russell.bird@tohatsu.co.jp
+813 62133979

Singapore

Sarah Lane
sarahlane@deloitte.com
+65 6531 5035

Australia

Stephen Coakley
scoakley@deloitte.com.au
+61 (2) 9322 7814

Andrea Au

anau@deloitte.com.au
+61 (2) 9322 3747



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

Deloitte LLP is the United Kingdom member firm of DTTL.

This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication. Deloitte LLP would be pleased to advise readers on how to apply the principles set out in this publication to their specific circumstances. Deloitte LLP accepts no duty of care or liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

© 2016 Deloitte LLP. All rights reserved.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom. Tel: +44 (0) 20 7936 3000
Fax: +44 (0) 20 7583 1198.

Designed and produced by The Creative Studio at Deloitte, London. J8578