

RES Forum Research Programme Leads the Way in HR Global Mobility Thinking

The 2019 Research programme for the RES Forum continues to lead the way in HR Global Mobility thinking, continuing our long-established track record of developing paradigm shifting HR operating models, cutting edge HR ideas and HR thought leadership, with specific reference to global mobility thinking. Our core purpose remains understanding the impact of international and cross border working both for employed individuals and organisations alike, based on the information shared by our 1,700 in house HR and Global mobility professional members with respect to their globally mobile workforce.

For the last 5 years our research programme has been led by Professor Michael Dickmann of Cranfield University School of Business Management who has a long-established reputation of developing practical business based research with strong academic rigour.

In 2016 through to 2018 Professor Dickmann developed what he defined as the S.A.F.E. model a blue print for strategically focussed Global Mobility functions with a focus on cross border strategic work force planning, global talent management and operational excellence in delivering global mobility programmes through deep technical expertise and excellence in programme delivery.

Over 2019 we have used the foundations of the S.A.F.E model (Smart/Agile/Flawless/Efficient) to explore in greater detail the idea that opportunities to work internationally can enhance an employer's brand to prospective employees. Our 2019 research has evidenced that international working can also, once undertaken, add to the perceived value that an employee attaches to working for an organisation, be it through a fixed term assignment, a permanent cross border redeployment, or a role focused on cross border working.

A damning statistic from our research undertaken in early 2019 told us that for assignments with a focus on career development, only 4% of organisations state that they can source enough talent to meet 100% of their business requirements.

We conclude that urgent action is required to increase the attractiveness of global working. A strong employer brand with an authentic focus on international and cross border working can achieve this through operating in a 'Smart' way:

- Integrating global talent management and careers into overall talent planning
- Constructing frameworks and job architecture than has the agility to support mobility holistically across geography and functions
- Rapid career progression for global talent
- Retention of repatriated assignees adding to the success and 'brand' of global working in an organisation

To deliver this agenda Global Mobility professionals need to be 'Agile' Strategic Advisors who:

- Align Global Mobility with Business and HR Strategy
- Drive the value which global mobility and international working creates

- Advocate integrating the company cross border working culture across the whole organisation
- Manage knowledge transfer during an assignment and ensure it has been embedded post assignment

In terms of 'Flawless' and 'Efficient' execution we advocate:

- The use of data analytics to assess value and return on investment of an assignment
- Assess which Global Mobility activities
- Assignee tracking and compliance
- Effective collaboration with vendors
- Flexibility in communicating with expatriates, leaders and local in country HR
- Successfully reacting to crises and unrest

All of the above is a brief snapshot of our 2019 research agenda – to access our full research as well as our reports and research from 2018, 2017 and 2016 please drop by our website at www.theresforum.com/annual-report.