RISK Analytics Module - User Guide

This guide provides some background to the RES Forum's RISK Analytics tool, what some of the key benefits of the tool are, and how it can be used by RES members.

Introduction - Why is managing Global Mobility programme risk important?

Global Mobility (GM) functions are responsible for managing both the cost but more importantly the risk, associated with managing cross-border programmes in complex and ever-changing environments.

Successfully managing risk across GM programmes requires an understanding of a number of technical areas, associated key risks, and being able to assess where any development areas or gaps in a programme may lie.

Some of the challenges in managing a GM programme within a sensible risk framework are:

- Resources – where should scarce resources be focused and how to prioritise efforts
- Knowing how my organisation compares to other companies in terms of risk preparedness

What does the RISK Analytics tool enable you to do?

Building on the above principles, the RES Forum RISK Analytics tool allows companies to self-assess (on an anonymous basis) risk maturity/preparedness against a number of risk factors; each of these factors weighted in terms of significance/potential risk exposure.

The tool identifies a total of 111 key risk factors covering each of the following categories:

1. GM PROGRAMME COMPLIANCE

2. GLOBAL MOBILITY PROGRAMME/POLICY

3. TALENT MANAGEMENT

4. PHYSICAL RISK MITIGATION/DUTY OF CARE

5. EMPLOYEE RELATIONS/ LEGAL

6. CROSS-CULTURAL PREPARATION

7. FINANCIAL

8. BENEFITS

9. DATA MANAGEMENT / SECURITY

10. VENDOR MANAGEMENT

11. GLOBAL MOBILITY TEAM

These risk factors included in the tool have been designed based on the experience of the RES Forum team, RES members and selected RES Technical Partners; **Anvil Group**, **EY** and **MSI** who have provided technical input into risk preparedness best practice in the areas of Physical Risk Mitigation & Duty of Care, GM Programme Compliance, and Talent Management respectively.

What are some of the benefits of the tool?

- Identifies current state of risk preparedness across a number of individual risk areas
- Provides comparative view of preparedness versus other RES Forum organisations and industry peers
- The tool can be completed at different stages of an organisation's risk journey to assess progress and monitor comparative risk preparedness versus other RES Forum member organisations – a key differentiator for all of the RES Forum's analytics tools.
- Results are displayed graphically and can be re-run to show progress over time
- Results can be segmented by mobility programme size and industry sector

How does the RISK Analytics tool work?

1. To use the RISK Policy Analytics Module, you'll need to be logged into the www.theresforum.com website. Once you have done this, click on the ANALYTICS icon on the menu bar: This will take you to the ANALYTICS landing page:
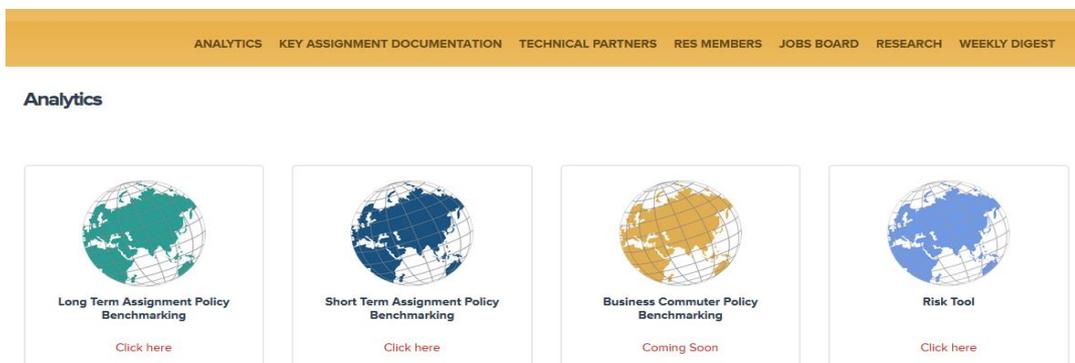
   Click on the Risk Tool icon.

   NOTE: If you or someone from your organisation has used the RISK Analytics Module previously, you will be automatically taken to the Results page with the graphics reflecting your company's current responses. If you want to amend any of these responses, click the 'Update Responses' button. This will take you to the survey page and your current response set. You are able to edit single/multiple responses and resubmit these.

2. Complete the online survey questions where RES members should self-assess their current levels of GM programme risk preparedness on a scale of 1 – 4 across each of the risk factors.

   1 = Reactive process

   2 = Defined process

   3 = Proactive/Managed process

   4 = Optimised process

   Each of the risk factors have been weighted as a high, medium or low category risk which will drive the overall scoring when the results are downloaded (see below).

   The survey should take 20-25 minutes to complete.

100%

1. GM PROGRAMME COMPLIANCE	1. Very low score (Reactive process)	2. Low/medium score (Defined)	3. Medium/high score (Proactive/Managed)	4. Very high score (Optimised)

2. GLOBAL MOBILITY PROGRAMME/POLICY

3. TALENT MANAGEMENT

4. PHYSICAL RISK MITIGATION/DUTY OF CARE

5. EMPLOYEE RELATIONS/ LEGAL

6. CROSS-CULTURAL PREPARATION

7. FINANCIAL

8. BENEFITS

9. DATA MANAGEMENT / SECURITY

10. VENDOR MANAGEMENT

Tax

1. To what extent does your organisation track tax return completion globally?

○1 ○2 ●3 ○4

2. To what extent does your organisation track and reclaim tax refunds from employees where the company has funded tax payments upfront on behalf of the employee?

○1 ○2 ●3 ○4

3. To what extent are annual bonus payments made to your globally mobile population taxed and reported compliantly on a global basis ?
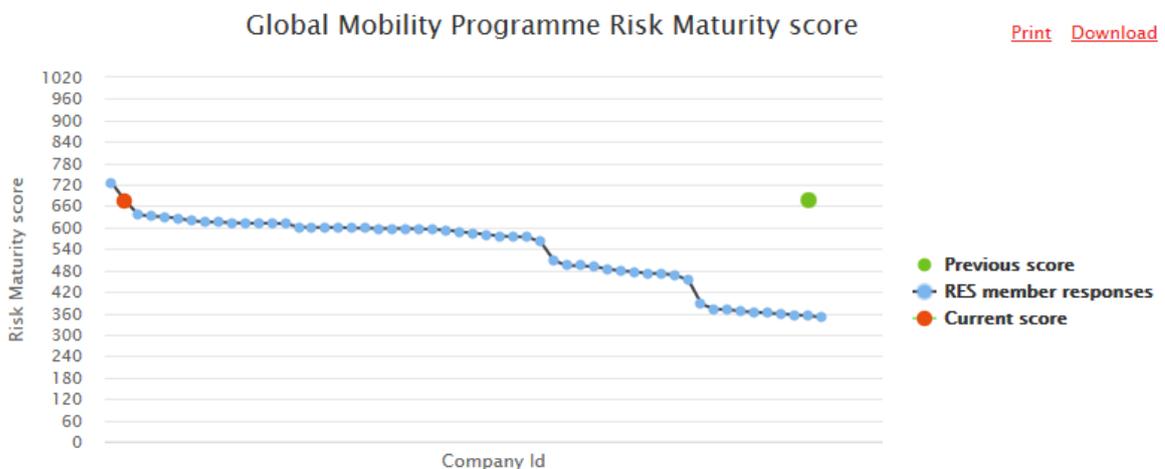
○1 ●2 ○3 ○4

4. To what extent is deferred compensation tracked, taxed and reported compliantly on a global basis ?

○1 ○2 ●3 ○4

Individual organisations who participate in the survey receive a unique identifier to ensure that survey results are kept anonymous. The identifier appears at the top right on the survey questions page and and is displayed in the results output page.

3. Members will then be taken to the results page where the following graphics will be displayed:

Global Mobility Programme Risk Maturity score

Global Mobility Programme Risk Maturity score   Print   Download

Legend:
- Previous score (green)
- RES member responses (blue)
- Current score (orange/red)

Based on responses to the survey questions, RES members will receive a Risk Maturity score of up to a maximum of 968, and a minimum score of 242. The graphic shows RES member scores against the other participating companies. If there are a sufficient number of responses received, members can also display the graphic based on programme size and industry sector.

Based on responses to the survey questions, RES members will receive a Risk Maturity score of up to a maximum of 968, and a minimum score of 242. The graphic shows levels of risk maturity/ preparedness across all participating RES member companies.

If there are a sufficient number of responses received, RES members can also display the graphic based on programme size and industry sector. Small programme size (up to 100 assignees), medium (100-500), large (500+).

Risk tool

Download Full Report as PDF Update responses to Questions

Risk Maturity score : 675 (Max Score: 968)

◉ Expat Population Size [All ▼] ○ My Industry sector Filter Reset

Global Mobility Programme Risk Maturity (per category)

Global Mobility Programme Risk Maturity (per category) Print Download

The spider chart displays the risk maturity scores across each of the 11 Risk categories for both the highest and lowest scoring RES member company. The graphic also provides an at-a-glance view of the categories that members have scored either highest or lowest in relation to other RES member companies, and is intended to highlight key areas of focus.

The spider chart displays the risk maturity scores across each of the 11 Risk categories for both the highest and lowest scoring RES member company.

The graphic also provides an at-a-glance view of the categories that members have scored either highest or lowest in relation to other RES member companies, and is intended to highlight key areas of focus.

Category	Highest Score	Lowest Score
GM PROGRAMME COMPLIANCE	96%	5%
GLOBAL MOBILITY PROGRAMME/POLICY	83%	34%
TALENT MANAGEMENT	83%	32%
PHYSICAL RISK MITIGATION/DUTY OF CARE	97%	8%
EMPLOYEE RELATIONS/ LEGAL	88%	31%
CROSS-CULTURAL PREPARATION	100%	25%
FINANCIAL	100%	31%
BENEFITS	94%	25%
DATA MANAGEMENT / SECURITY	89%	25%
VENDOR MANAGEMENT	100%	25%
GLOBAL MOBILITY TEAM	96%	32%

SAFE GM Model and Programme 'Resilience' score

SAFE model and Programme "Resilience" metrics

The spider chart displays the SAFE GM Model and Resilience scores for both the highest and lowest scoring RES member company. The graphic also provides an at-a-glance view of the areas against which members have scored either highest or lowest in relation to other RES member companies, and is intended to highlight key areas of focus.

The SAFE GM model, developed in conjunction with Cranfield University's School of Management, captures the key operational and strategic aspects of GM work which define a truly high-performing GM function (see Model shown below).

'Resilience' is an indicator of the level of 'Duty of Care'/Employee Wellbeing provision to mobile employees and how 'future-proofed' the GM programme is in terms of having the right skills and capability to both evolve and scale up in size.

The spider chart displays the SAFE GM Model and Resilience scores for both the highest and lowest scoring RES member company.

The graphic also provides an at-a-glance view of the areas against which members have scored either highest or lowest in relation to other RES member companies, and is intended to highlight key areas of focus.

Finally, demographic data showing the split of participating companies by programme size and industry is shown.

Expat Population Size

Industry Sector
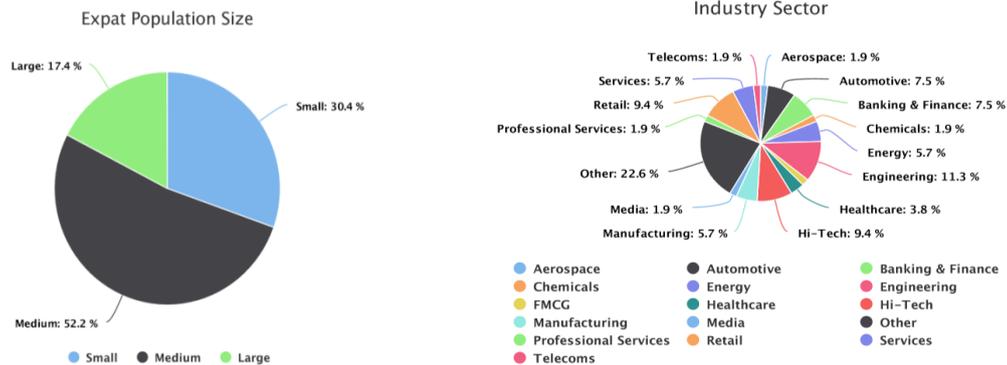
Downloading the results

Once you have reviewed your results, you can download and save the full graphical output by simply clicking the **Download Full Report as PDF** button at the top right-hand side of the results page. If you prefer you can also print or download a pdf of individual graphs by clicking the print of download links at the top right hand side of each graph.

We hope you find the tool useful, and as ever we welcome your feedback (office@theresforum.com).

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Risk Tool Development Partners

- Technical input into the definition of risk factors
- Input into tool design, including scoring and weighting

Anvil Group – Matthew Judge (mathew.judge@anvilgroup.comt)

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GM programme Compliance

MSI – Eric Egnet (eric.egnet@msigts.com)

Talent Management