

agile recruitment: building a successful global talent acquisition strategy

Whether your company chooses to outsource or to manage your relocation programme in-house, there are a number of considerations to ensure success.

For many organisations, international recruitment is a key component of their global workforce development strategy. Bringing in fresh talent from an international pool can help create an enriched employee population with global skills, experience and knowledge. This is especially true for companies with niche skillset requirements (i.e. technology), where a well-thought-out global recruitment programme is vital to ensure the business is recruiting the very best talent from within their field.

managing your relocation programme in-house

Whether your business decides to develop and deliver its mobility programme in-house or to outsource to a relocation services provider, having a long-term outlook for the talent acquisition strategy is key. This includes asking the right questions from the outset:

- Where will your company be in three, five and 10 years' time?
- Are there plans for expansion into new markets? If so, what is the projected speed of international growth?
- What key skills will the organisation need to achieve its goals? Are those skills available locally or internally?
- Does your local talent pool meet the needs of your business today and in the future? Is the organisation actively building its talent pool globally?
- What relocation programmes are your competitors utilising? When did you last benchmark your relocation programme against the competition? Have you considered expanding the policy types that you offer?
- Do you have the experience and resources to deliver a relocation programme successfully?

benefits of outsourcing

Organisations may choose to fully outsource their relocation programme, because it enables them to achieve consistency and efficiency in more than one service area, whilst maintaining control.

Outsourcing allows a company to:

- Focus on its core business (internal HR teams can use their skills to focus on other projects/business areas)
- Achieve true compliance and control within the programme
- Access innovative technology to help deliver the programme



Over the last 30 years, Cartus has relocated more than 2.3 million employees and their families to nearly 7,700 country pairs, while processing more than 80 million financial transactions.

In the last year, Cartus recommended nearly \$50 million in cost savings to clients. Many of these savings came in the form of policy recommendations.

- Reduce costs through economies of scale and the service provider's industry knowledge (e.g. more efficient shipment costs and competitive supplier pricing)
- Access total cost reporting information and full-picture data in order to easily track and report mobility activity
- Work with an expert team focused solely on relocation
- Stay competitive—offering a corporate relocation programme as a benefit can make a company more attractive to new hires

what to look for in a relocation partner

Experience: If you are outsourcing your relocation programme for the first time, be sure to work with a relocation services provider with experience—a company that can help guide and advise you through the outsourcing process.

Innovative Technology: Make sure your relocation partner has the tools and technology in place to support your HR team forward-manage the relocation programme, whilst anticipating relocating employees' needs.

Global Coverage: To gain access to an international pool of talent, a business will need to partner with a company that has a strong global footprint.

Focus on Cost Effectiveness: Your relocation services provider should help identify areas to support your relocating employees and save them time (e.g. sourcing temporary accommodation). This allows them to focus on their new role and ensures that they feel supported by their new employer. Ultimately, this increases employee engagement and tenure, whilst reducing ongoing training and recruitment costs.

Synergy: The relocation services provider that you choose should become an extension of your organisation—one that understands and can promote your brand and internal culture.

achieving return on investment

Regardless of whether a business chooses to outsource or to manage their relocation programme in-house, demonstrating a return on investment from a relocation programme is not just about saving money. Rather, it is about achieving overall success in a number of key areas:



talent attraction

Increasingly, organisations are utilising relocation packages as a key feature and incentive to attract top global talent. This is especially true for those recruiting from specialised or creative talent pools. Well-designed and implemented relocation policies can be the difference between attracting top talent and losing them to a competitor.

Relocation packages are generally a controlled, one-time expense for permanent transfers, and can be a preferable option rather than inflating the employee's salary, which can have longer-term financial effects. Organisations can tailor these relocation packages to meet recruitment needs. Adopting a flexible approach equips the HR team with the autonomy to achieve targeted talent acquisitions. Using relocation policies as a negotiation or incentive tool can secure key personnel.

One such policy type is core-flex, which identifies a set of pre-defined benefits to meet compliance and basic relocation needs, with the option to apply additional (flex) benefits. A key benefit of the core-flex approach is the ability to determine the specific needs of a role by location and employee level, to attract the right talent and better manage cost.

A flexible relocation programme can be particularly successful when attracting certain candidate demographics, such as millennials, who typically welcome benefits that extend beyond salary. This generation loves to be given a choice and wants the ability to tailor relocation services to meet their specific needs.

Organisations who offer a visibly well-developed, flexible and comprehensive corporate relocation programme—particularly those that recruit via industry events or directly from educational institutes—can serve to increase their company profile and attract further interest from top talent.

employee efficiency

Organisations managing their own relocation programme typically offer relocating employees a lump sum package. Although appropriate in some cases, this policy type can impact employee productivity as employees are heavily involved in relocation and settling-in activities. It can also delay both relocation and job start times.

Investing in a more robust relocation programme ensures relocating employees hit the ground running in their new role. This benefits the company in terms of productivity and also positively influences short to long term retention, with direct correlation to recruitment and training expenditure.

employee satisfaction

Considering the time, resources and cost that a business invests in a relocation programme, it is critical to have a robust process in place to measure employee satisfaction. If you are managing moves internally, then it is important that the organisation's relocation programme delivers an experience-driven service, one that understands the criticality of achieving consistent and excellent employee satisfaction.

When it comes to each move, either the in-house HR team or relocation services provider should do the heavy lifting. The aim is to guarantee relocating employees feel completely supported by their organisation. For new recruits on a one-way permanent transfer, this will be their first introduction to the company, so it is imperative that their relocation be a success.

quantifying ROI

In addition to increasing a company's profile and overall reputational gain, there are several key areas that organisations should analyse to quantify their relocation programme's return on investment (ROI). These include:

- Current relocation programme costs compared with the increased cost of recruitment and training
- Average tenure of employee population directly correlated against relocated employees
- Internal promotion statistics—How successful are your employees within your organisation? How successful are those who have relocated?
- Internal productivity—What hours do your employees work? How many are full time?
- Employee satisfaction—Compare relocating employee surveys with all-employee engagement surveys. Qualitative data can be measured using metrics such as net promoter scores.
- Recruitment objectives and overall business objectives—Has your relocation programme supported and contributed towards these in the last month, quarter and 12 months?

The increased focus amongst organisations to measure their relocation programmes against talent acquisition objectives suggests that many are now understanding the importance of how relocation programmes can support not only employee retention and development, but long-term business growth.

To win the global talent war, organisations must adopt a holistic approach that incorporates relocation, whether managing the programme in-house or not.

