

International policy design:

Should you adopt a Canadian-centric or global approach?

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## International policy design:

Should you adopt a Canadian-centric or global approach?

Shaping The Future of Workforce Mobility

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*Leadership for Workforce Mobility*

# Canadian-centric or global approach?

- Define
- Contrast
- Discuss
- Select approach
- Determine effectiveness
- Benchmark
- Conclusions
- Questions

# Define

- Canadian-centric
  - home grown in Canada
  - Canada as home country
  - assignments from Canada to Int'l locations
  - return to Canada

# Define

- Global approach
  - global HR strategy
  - international HR deployment policy
  - global workforce
  - international assignees
  - no pre-determined home country

# Contrast

- Scope
- Types of assignments
- Core assignment principles
- Pre-assignment preparation
- Compensation
- Transfer Assistance
- Conclusion of assignment

# Scope

- Mobility is critical to business strategy
- Key is to optimize international deployment
- Broader global presence is part of corporate culture
- Exposure to international assignment is desirable

# Types of assignments

- Objective driven vs. length driven
  - Exploration / project implementation
  - Market expansion
  - Project completion
  - Developmental / broaden skills
  - Host country skills shortage
  - Strategic – mergers / acquisitions
  - Transfer knowledge / organizational culture



# Core Assignment Principles

- Defensible equity among int'l assignees
- Same principles for all assignees
- Different delivery of compensation, benefits, taxes, etc.
- Delivery in most tax effective method
- Administratively simple
- Cost-effective

# Discussion

	<b>Canadian-Centric</b>	<b>Global Approach</b>
Scope: <ul style="list-style-type: none"><li>• Business Strategy</li><li>• Corporate Culture</li></ul>		
Assignment Type: <ul style="list-style-type: none"><li>• Objective vs. Length</li></ul>		
Core Principles: <ul style="list-style-type: none"><li>• Equity</li><li>• Compensation, Taxes</li><li>• Administration, Cost</li></ul>		

# Pre-assignment preparation

- Employee & family assessment
- Counselling
- Reconnaissance / orientation / home search
- Culture training
- Language training
- Medical exams & preparation

# Compensation Objectives

- Strategy – consistent & equitable globally
- Criteria – consistent with overall strategy
  - competitive structures & policy
  - facilitate transfer in most cost-effective manner
  - due consideration to equity & ease of administration
  - transparent & fair

# Compensation Approaches

- Balance sheet
- Assignee market rate
- Host country
- Home country notional
- Localisation

# Transfer Assistance

- Travel to host location
- Housing
- Temporary accommodation
- HHG shipment
- Tax treatment
- Allowances

# Conclusion of assignment

- Repatriation
- Re-entry shock
- Career Management

# Discussion

	<b>Canadian-Centric</b>	<b>Global Approach</b>
Pre-assignment preparation		
Compensation: <ul style="list-style-type: none"><li>• Objectives &amp; Approaches</li></ul>		
Transfer Assistance: <ul style="list-style-type: none"><li>• Travel, Housing, HHG, Temporary Accom., Tax, Allowances</li></ul>		
Assignment Conclusion: <ul style="list-style-type: none"><li>• Repatriation</li><li>• Career Management</li></ul>		



# Select approach

- Identify mobility goals
- Identify deployment requirements
- Establish assignment strategies
- Define assignment needs
- Link approach to assignment needs

# Determine effectiveness

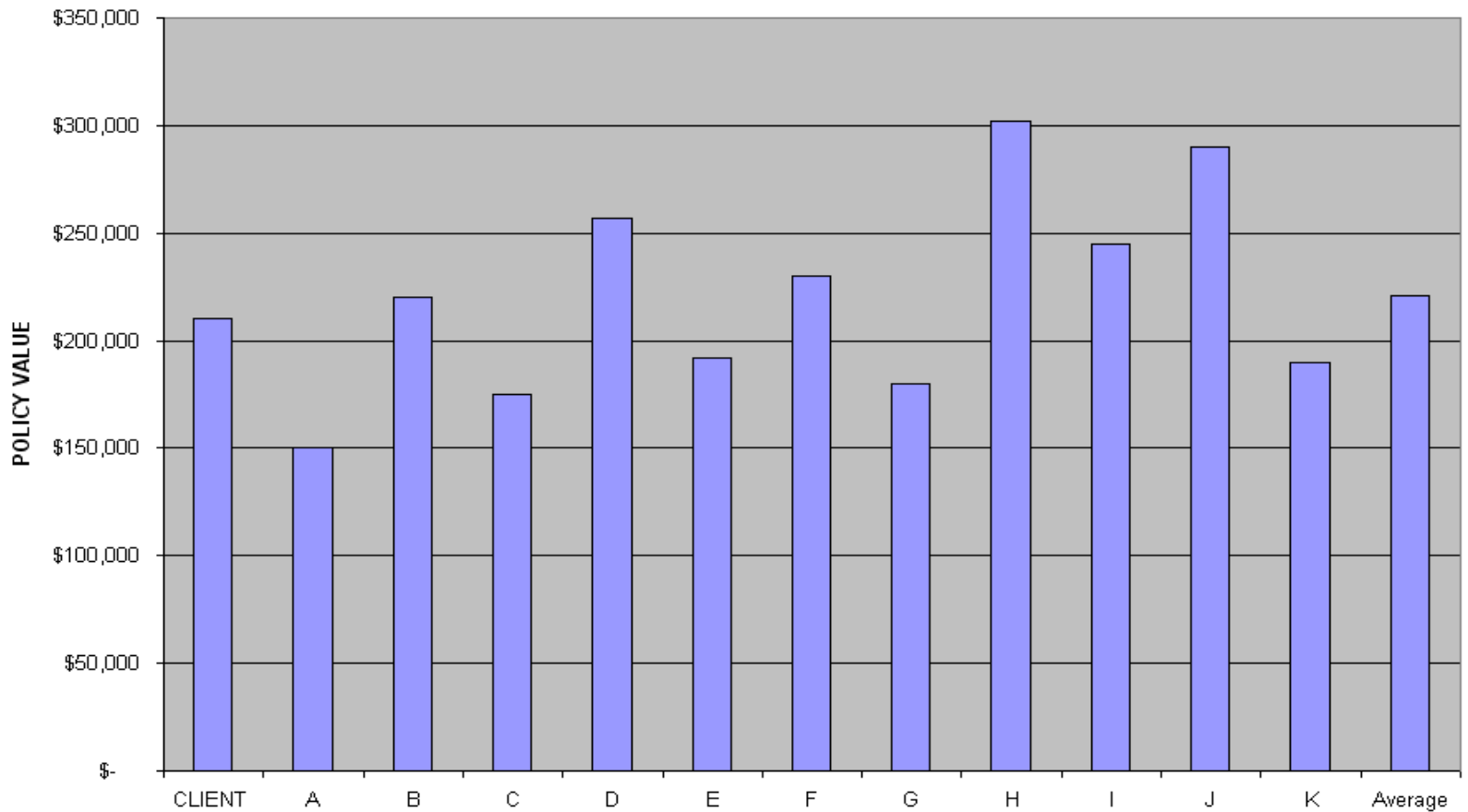
- Mobility goals
- Deployment requirements
- Employee retention
- Assignment needs
- Assignment refusals & rationale
- Specific policy components & services

# Benchmark

- Critical factor in HR policies
- Degree of risk of losing employees
- Comparator Group
  - industry
  - skills-type
  - other “global”
- Measurable: Qualitative & Quantitative

# Benchmark

QUANTITATIVE COMPARISON



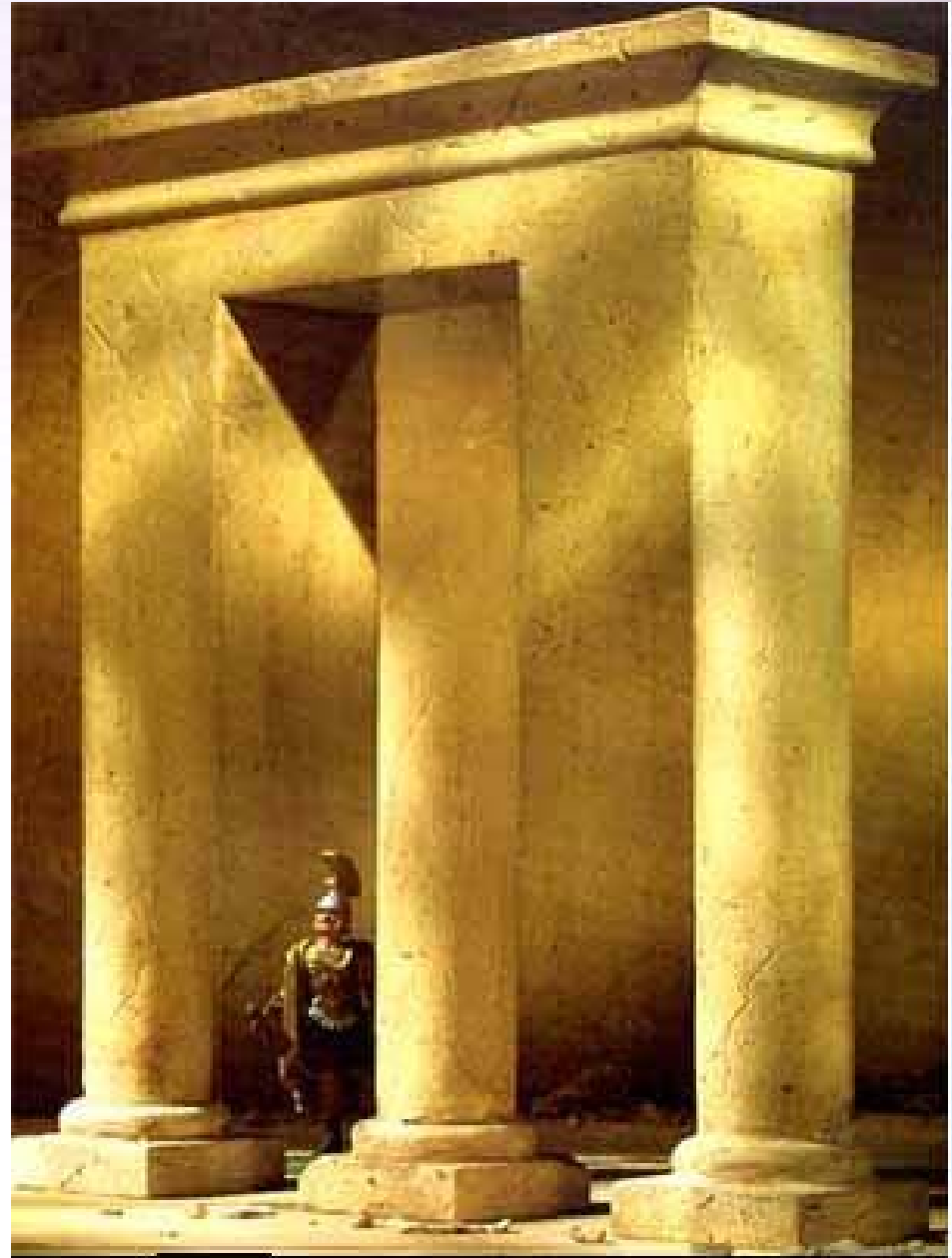
# Conclusions

- Evolution of policies
- Similarities
- Differences
- Critical factors
- Design opportunities

## Closing Thought

Does your policy  
support your  
mobility goals?

Is your policy  
global?



Thank you

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