Global Workforce Agility: Analytics Driven Talent Sourcing And Deployment

With the pace and complexity of business ever increasing, it is important for organisations to find new areas of growth, efficiency and competitiveness. For organisations with a global workforce, this means having access to the right data to make intelligent, proactive deployment decisions in a timely and cost-effective manner, whilst ensuring the business is compliant in the jurisdictions in which it operates.

In our summer 2016 article we discussed the future of global mobility and the key challenges businesses are facing in light of an increasingly global workforce. Talent mobilisation – having the right talent available at the right time – was identified as one of the hot topics from business leaders and also

the key in driving business performance.

As more organisations begin to expand across borders and into new industries, the international landscape can trigger a range of complex issues which means that talent sourcing needs to be both sophisticated and agile – what we term "global agility". Organisations that are therefore able to "see" their global talent, match to critical roles and deploy swiftly in a cost-effective and compliant manner, may gain a significant competitive advantage.

For many organisations, mobility might be used as a reactive function or as a blunt global resourcing tool with little alignment to business strategy. Additionally, identifying and sourcing the best talent can be both time consuming and labour intensive and often comes with many challenges including complex compliance requirements and meeting demands on speed of deployment and cost.

So where could organisations start in reassessing their global resourcing strategies? One of the first things is to start looking at their mobility function itself in terms of both scope and capabilities across a longer-term horizon and ensuring that their strategy is fit for the future by identifying areas for disruption. This means building proactive, responsive tools and processes supported by data and efficient technology to either automate and streamline 'transactional' activities, or build and enhance a new scope of activities and capabilities.

In the coming years, new and increasingly accessible disruptive technologies, such as cognitive and blockchain, will be become more commonplace as organisations adapt their core businesses and processes, enabling better, quicker, less risky and more cost-effective decisions. Taken together with the development of global and rich internal talent

Segmentation of global mobility activities
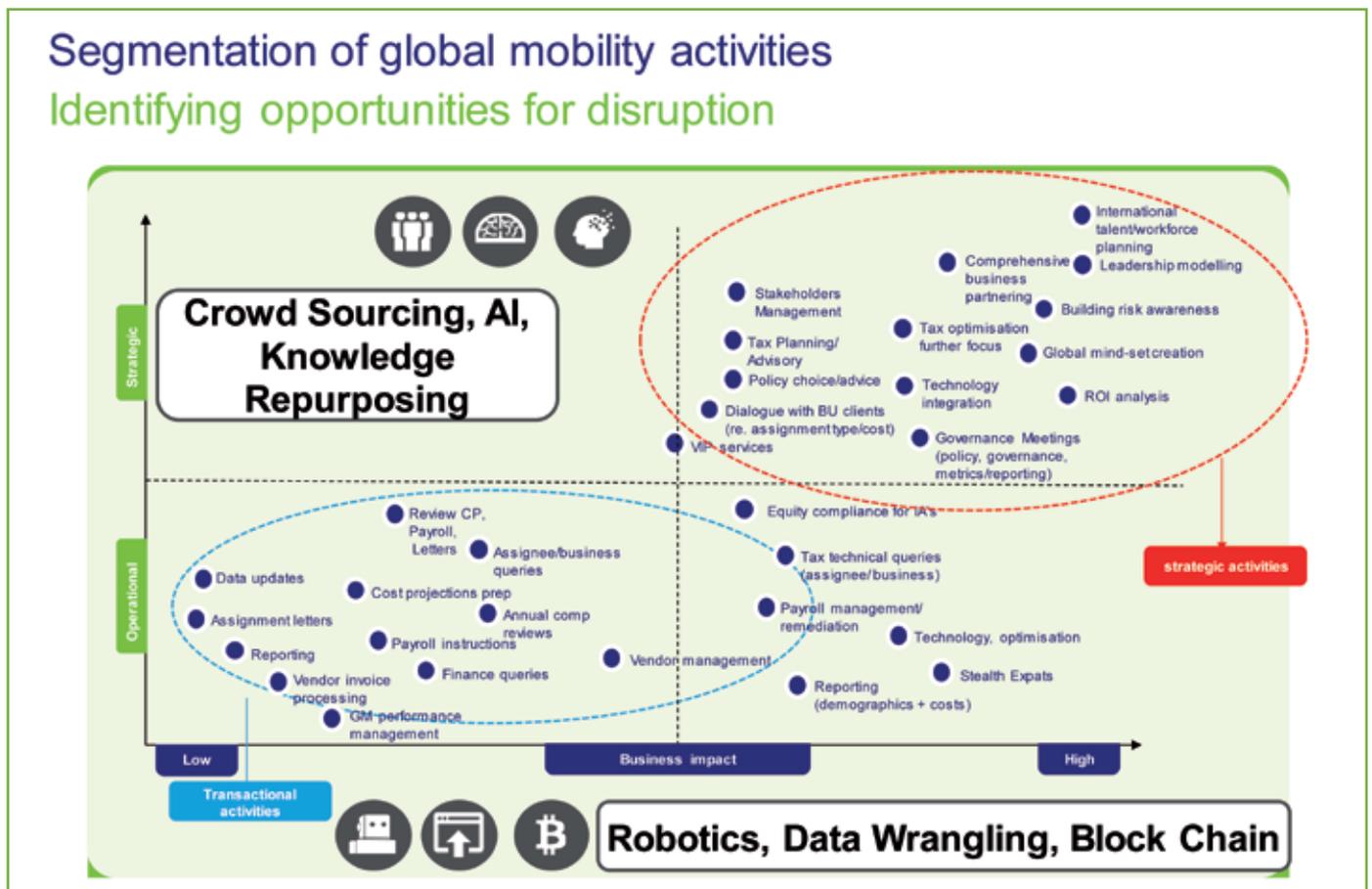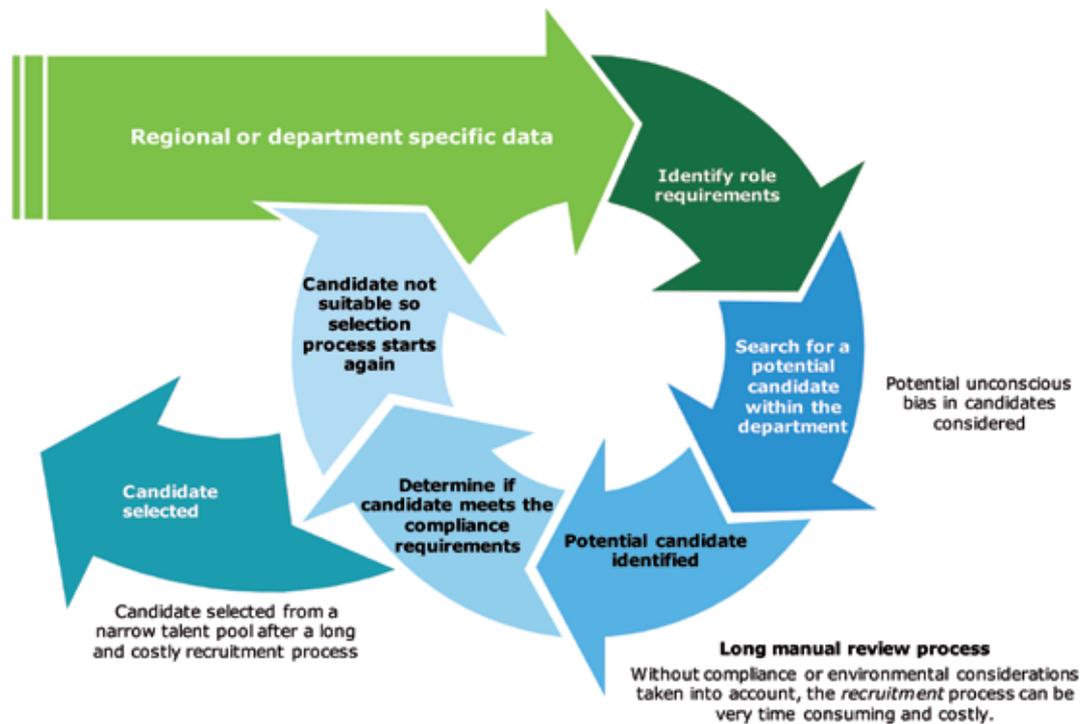Identifying opportunities for disruption

Diagram 2: Typical talent sourcing process

and skills data, this presents the opportunity for mobility functions to be a more strategic partner with the business.

Challenges To Cross-Border Worker Selection
Some of the typical challenges faced by organisations in sourcing individuals for global assignments include:
1. Spending countless hours finding ways to effectively recruit and deploy the right talent.
2. It is expensive for organisations to hire the right talent.
3. Speed of deployment. Often organisations will need people to start projects immediately but find it difficult finding available internal candidates.
4. Different organisations and business functions have different objectives. An agile approach in sourcing and deploying talent is required.
5. Compliance requirements. Organisations need to take into account the extent and timing of issues such as immigration, tax and relevant employment laws at the time of candidate selection, rather than after the decision has been made.
6. Finding the individual with the right combination of skills.

Case Study- Typical Current State
Alessandro is the Italian software and design lead of a global technology firm. He is looking to expand into the APAC market and has recently agreed a project in China to implement the IT solutions for a large multinational bank.

The project is due to start soon and Alessandro has identified Vincent, an existing employee in his Italian team to be on-site full-time to project manage this. Alessandro starts to move forward and has informed the bank he has everything in place. What Alessandro hasn't considered is any compliance or personal requirements for Vincent or the logistics of the employee relocating.

After consultation with the mobility team, Alessandro learns that the candidate will require a work permit, which has a lengthy lead time, and was not aware of the internal relocation protocols he has to follow. In addition, he discovers Vincent is reluctant to take his children out of school until the end of the school year and is unlikely to make the start date of the project.

Alessandro quickly realises that Vincent isn't a viable option and he has to start the selection process again. Not only has Alessandro lost time in trying to recruit the wrong candidate, he also risks the project's success as he is now struggling to meet the agreed timelines.

How Can Technology And Analytics Help And What Might The Future Look Like?
The case study example is a common dilemma faced by many businesses. How might an organisation make the process of candidate identification and selection more efficient? Is it possible to merge pre-initiation with initiation to consider key factors at the time of candidate identification? Will this produce

a process that is simpler, cost-effective and more time efficient? Is it possible to manage the internal supply and demand of talent? How does this fit into an organisation's business and operational strategy?

One of the top ten 2016 Global Human Capital trends from this year's Deloitte's report was people analytics, with 77% of organisations surveyed believing people analytics as important. However, most organisations are yet to embed analytics within mobility processes. From here we will consider how a future state candidate selection process enabled by analytics and technology might help streamline the candidate selection process and bring additional value to the business.

The top three concerns organisations have in talent sourcing often include skills, cost, speed and difficulty. An effective talent sourcing process will involve consideration of 3 potential talent pools:
1. Local talent that can be redeployed, without the need for costly global relocations.
2. The full pool of global talent available to an organisation.
3. The availability of local talent for hire.

An automated sourcing process should be able to identify the most suitable candidates that match requirements, enabling businesses to make faster/quicker/cheaper decisions based on a narrower selection of pre-screened and ranked candidates. As an example, the talent sourcing process might follow this process:

Diagram 3: Re-imagined talent sourcing process with technology
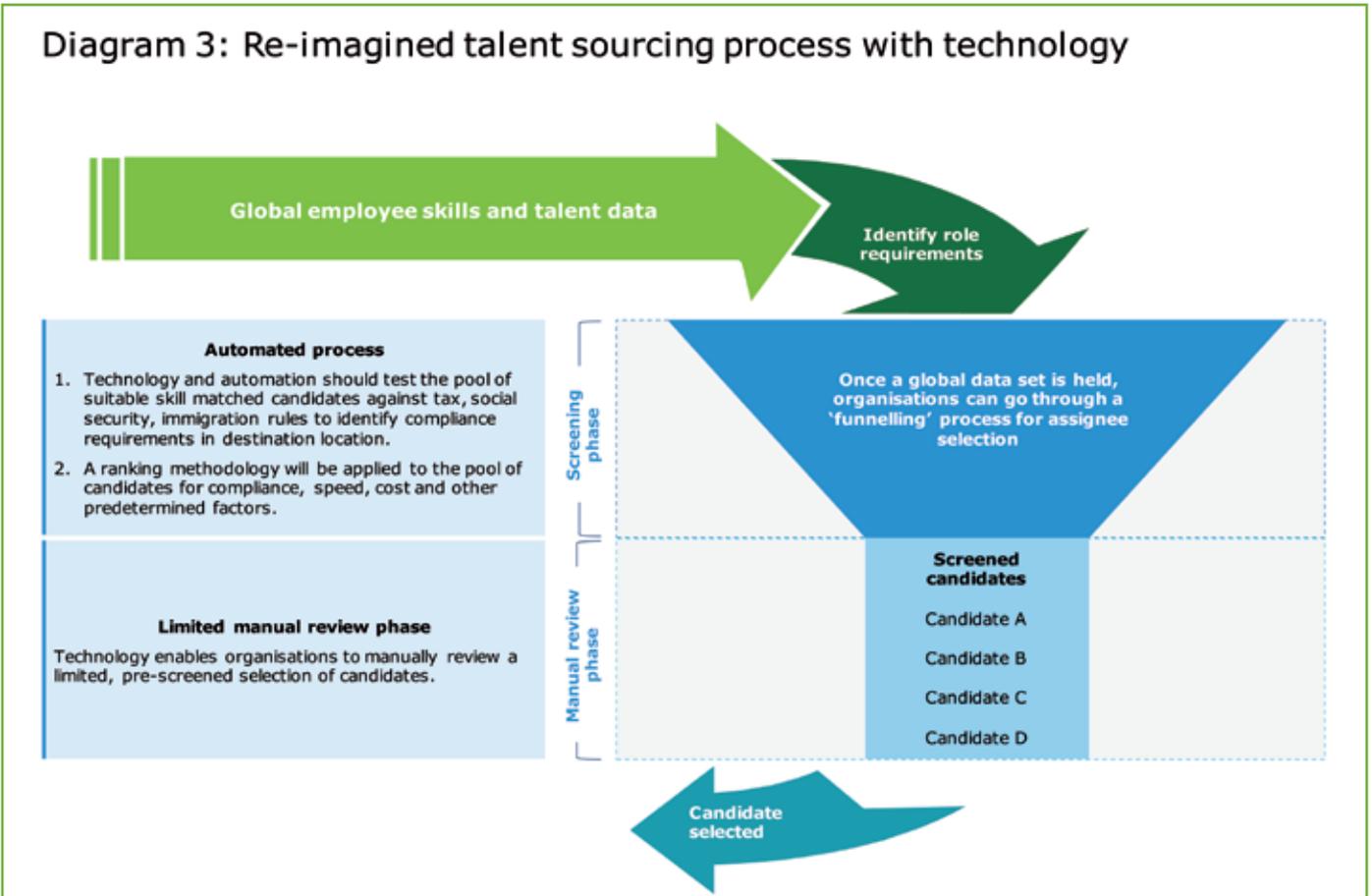
1. Develop and collate global employee skills and talent data.
2. Identify the role requirements by skills, location and timing.
3. Test these requirements against global employee profiles and current status.
4. Identify a pool of suitable global employees matching the requirements.
5. Analytical techniques, test the pool of suitable candidates against tax, social security and immigration rules to identify compliance requirements in the destination location.
6. Develop and apply a ranking methodology to the pool of potential candidates including:
   a. Compliance requirements
   b. Cost
   c. Speed
   d. Other potential factors (e.g. performance ratings, languages spoken, cultural adaptability survey results)
7. Review rankings and select the appropriate candidate.

The reimagined candidate selection process now follows a funnel approach as shown above.

Case Study- Potential Future State

If we now revisit our case study and imagine Alessandro followed a process such as the above, would his decisions change? How is the speed of deployment/business risk/cost affected? Can we optimise candidate selection to give the best chance of making the role a success?

Alessandro is now assessing requirements against global employees, not just his own Italian team. He inputs specific skills required to fulfil the project manager role he is recruiting for. The technology pre-screens the global pool of employees and filters them down based on this criteria in addition to compliance requirements (immigration, tax

> *Only 22% of global organisations would consider their ability to understand where their skilled workers are located as excellent.*
>
> *Deloitte 2016 Human Capital Trends*

and social security) and required speed/cost/ location parameters. Originally, Alessandro found out far too late in the process that immigration was a major roadblock with his candidate and is now working from a manageable number of viable candidates.

Alessandro has now identified the 5 top viable candidates based on ranking and has identified Clara within the APAC design and technology team who has recently completed a similar project with a telecommunications company. Clara is already based in China and available to start immediately so any immigration, tax and social security requirements have been removed.

A revised process now enhances Alessandro's decision making by giving the project its best chance of success, by matching skills, and meeting cost and timeline requirements. He has found a suitable candidate and reduced very costly compliance and relocation costs in the process.

Closing Thoughts

Analytics techniques and technology have the potential to reshape the way that mobility interacts with the business by becoming a core component of an overall global talent strategy. Some key benefits would include:
- Rapid and responsive decision making on project deployment
- Access to skills and talent from across the breadth of the global organisation
- Foresee immigration and other compliance related deployment challenges
- Democracy of data - potentially available to HR and project leaders

- Identify and estimate the full cost of deployment of cross-border workers
- Proactively make staffing and resourcing decisions around the globe
- Team deployment - identify groups of individuals to fulfil project work.

The key idea that underpins the concepts discussed is the availability and maintenance of global skills and talent data sets. It is likely that only organisations that are committed to this idea will be able to unlock the benefits and insights that analytics can bring, and gain global competitive advantage.

Broadening mobility's role in talent identification and selection will mean that mobility becomes more closely aligned and integrated with talent teams and the wider business. Organisations that proactively manage their workforce using a global mind set, supported by rich skills and talent data, will be best placed to unlock the full potential of their people and will likely have the agility to deal with the increasingly rapid and changing global business landscape.

For more information on this topic or to 'look through' our Deloitte Telescope please contact our Global Workforce Agility team:

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Deloitte.

Deloitte Immigration Seminar - The future of immigration

Innovation is set to change the way we think about the big issues the world faces today. The way we utilise migration in particular will be transformed by both advancement in tech and government policy and mapping out a way forward is crucial to how business thinks about the future of their workforce. Immigration policy will be pressurised by a rapidly changing government policy environment, automation, and an ageing population, which means business will have to think up innovative ways of sourcing skilled talent in a fiercely competitive global environment. This seminar, led by both Deloitte's Immigration and Mobility Transformation teams, will bring together leaders in tech, government, and media to talk about how best to respond to the changing nature of mobility and migration.

Date:
Monday, 28th November 2017
Time:
14:00 - 17:00
Venue:
Deloitte Auditorium, 2 New Street Square, London, EC4A 3BZ

Get in touch with Elena Grayling if you would like to register for more information
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