

Time To Stop Talking, Let's Grab The Seat At The Table

The Global Mobility Function for many years has sat outside of the wider Human Resources or People Function as a distant cousin who is part of the family but not the inner circle. The Global Mobility Function can be centralised, decentralised or have a centre of expertise to undertake the day to day operations or strategy that make the Global Mobility Function “unique”. However, the Global Mobility Function uniqueness can mean a lack of understanding of the function and its importance to the overall objectives of the company.

The last eighteen months has seen the rise of remote working that has adjusted the role of the Global Mobility Function due to the large number of Assignments and Permanent Transfers being placed on hold. The rise of remote working has meant that the Global Mobility Function can no longer be a distant cousin but should be part of the inner circle and utilise the opportunity to grab a seat at the table.

The concept of remote working is when the employee chooses to work in a location that is not stipulated in their employment contract. Remote working typically occurs outside of the employment contract country - this is not flexible working, that comprises compliance issues such as corporate tax, employment law, immigration, income tax, payroll withholding and social security. However, whilst the employee wants flexibility to undertake remote working for a fixed or permanent period of time, it is clear that the Global Mobility Function may not support remote working. A survey undertaken by HMC Consultancy Group highlighted that only 33.33% of external respondents allowed the employee to become an international remote worker. However, this was for two weeks at Christmas in 2020 and for thirty days per annum only. Furthermore, 0% of external respondents provided additional benefits and support to the employee who became an international remote worker with the only “benefit” being flexible working hours.

The Global Mobility Function may not support remote working, but for the company

to remain competitive there is a requirement to provide flexibility to the employee given the growing requirement for an improved work life balance. Remote working raises many questions and the simple solution is to work together versus against one another. The remote working policy and process do not need to be complex or multi-layered like other processes or policies but align to what is currently in existence within the Global Mobility Function and the wider Human Resources and People Function. There are already processes to handle compensation and benefits, onboarding, offboarding and the employment contract and legislation applicable for the employee but the value that the Global Mobility Function brings is on compliance and the relocation process as remote working increasingly becomes the future of work.

The PwC Talent Mobility 2020 Survey found fifty five percent of the CEOs interviewed “said they would look to change their approach to global mobility including international secondments”. Furthermore, for the Millennial and Generation Z Workforce, the undertaking of international working is seen “as a rite of passage” highlighting the next generation of workers value international working as a standard benefit for working in a multinational company.

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The Global Mobility Function needs to work together with the wider Human Resources and People Function to highlight a conjoined approach with dynamic processes, clear responsibilities and technology that contributes to talent retention and emphasises why the Global Mobility Function

deserves a seat at the table. The Global Mobility Function skillset is in demand, and now is the perfect time to highlight the value of the Global Mobility Professional and how there should be a place in the inner circle.



HOLLY MARIA CREED

Holly is a highly motivated and driven leader who has been shortlisted, highly commended and winner of multiple industry awards with over ten years Human Resources and Global Mobility experience including ten years of management experience. She has an impressive and proven track record of creating and structuring worldwide teams through implementing innovative, streamlined and dynamic operating models with an ability to secure senior leadership and multiple function stakeholder support in both a start-up and established company. Holly also combines leadership with the ability to coach and train employees and managers in employment law, income tax, immigration, policy understanding, people leadership and processes. Holly can prepare processes and develop strategies alongside prepare and implement policies, technology and vendors that enhance the team and eliminate millions in costs alongside align to the talent objectives of the company utilising flexible and international remote working. Holly is a passionate and inspiring leader who presents and writes as a subject matter expert internationally and established a Forum in 2018. To date Holly has been nominated for thirteen industry awards, receiving commendations for seven categories and winning three categories including the 2019 FEM EMEA EMMA Global Mobility Innovator Of The Year.