



Mobility job description of tomorrow

2024 KPMG Global Mobility Forum

28–30 October 2024

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Austin, Texas, USA



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Today's presenters



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Job description of yesterday

	Role	Skills/Qualifications
<i>Regional Director/ Director</i>	<ul style="list-style-type: none">• Deployment and oversight of policies• Monitor policies for cost• Manage vendors and SLAs (relocation, immigration, tax, among other)• Implement service delivery models and change• Lead global mobility team• Partners with Tax and Finance with cross-charging• Research technical treaty issues, payroll and tax matters	<ul style="list-style-type: none">• >10-15 years of global mobility experience• Background in HR consulting, international compensations, taxation and/or benefits• Knowledge of payroll practices and compliance• Project and people management• Customer service orientation• Finance acumen

01

The human side of innovation



The human side of innovation

Human + Innovation

As human beings, we are hardwired to explore and experiment.



The human side of innovation

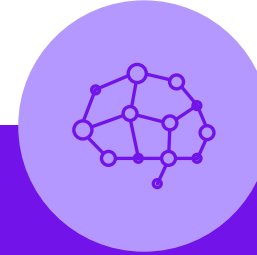


We embrace the simple notion, that humans solve problems together and have an embedded need to see the potential in the future and each other

Let's embrace the human side of innovation.

Let's tap into our innate creativity and curiosity, and;

Let's work together to create a better world for all.



The possibilities are endless, the future of human innovation starts with you and begins with us.

In a connected ecosystem of ecosystems, every decision ripples across the organization

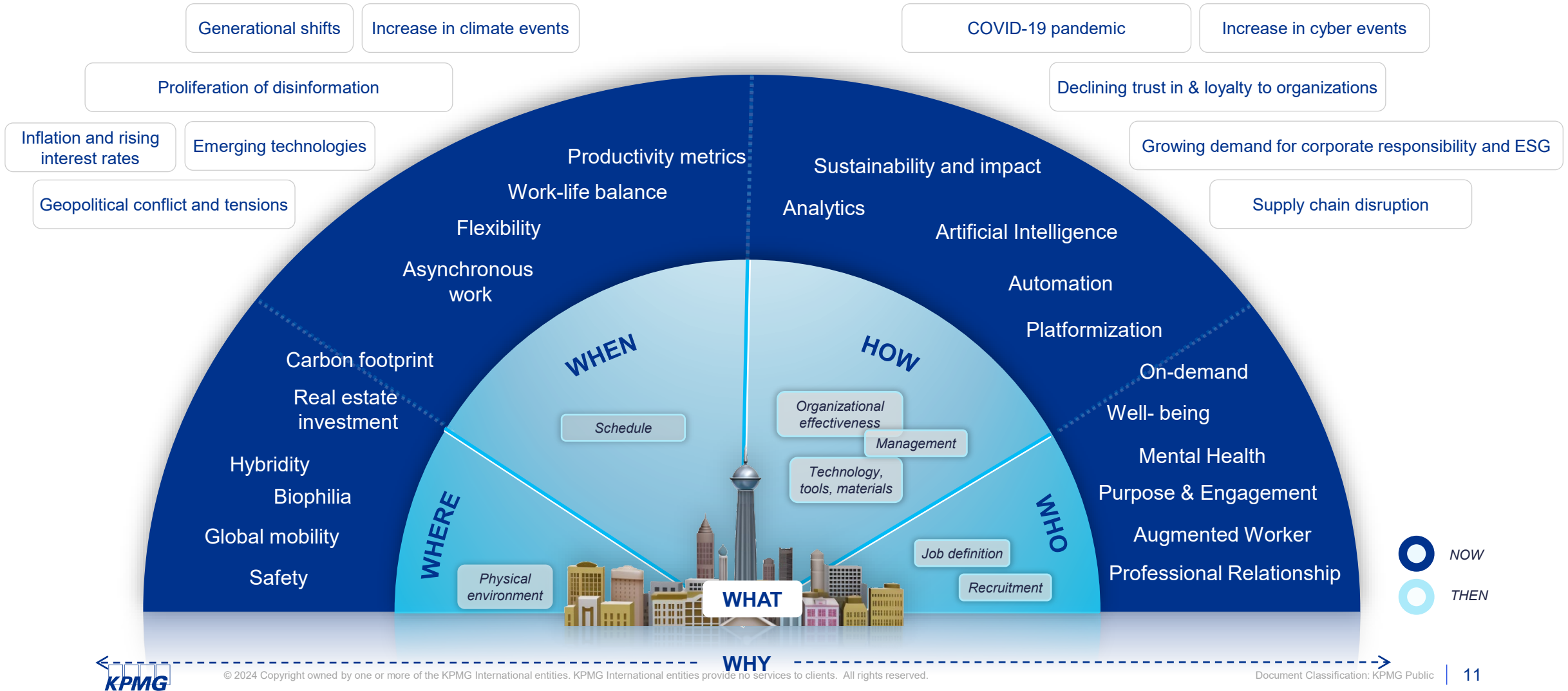


02

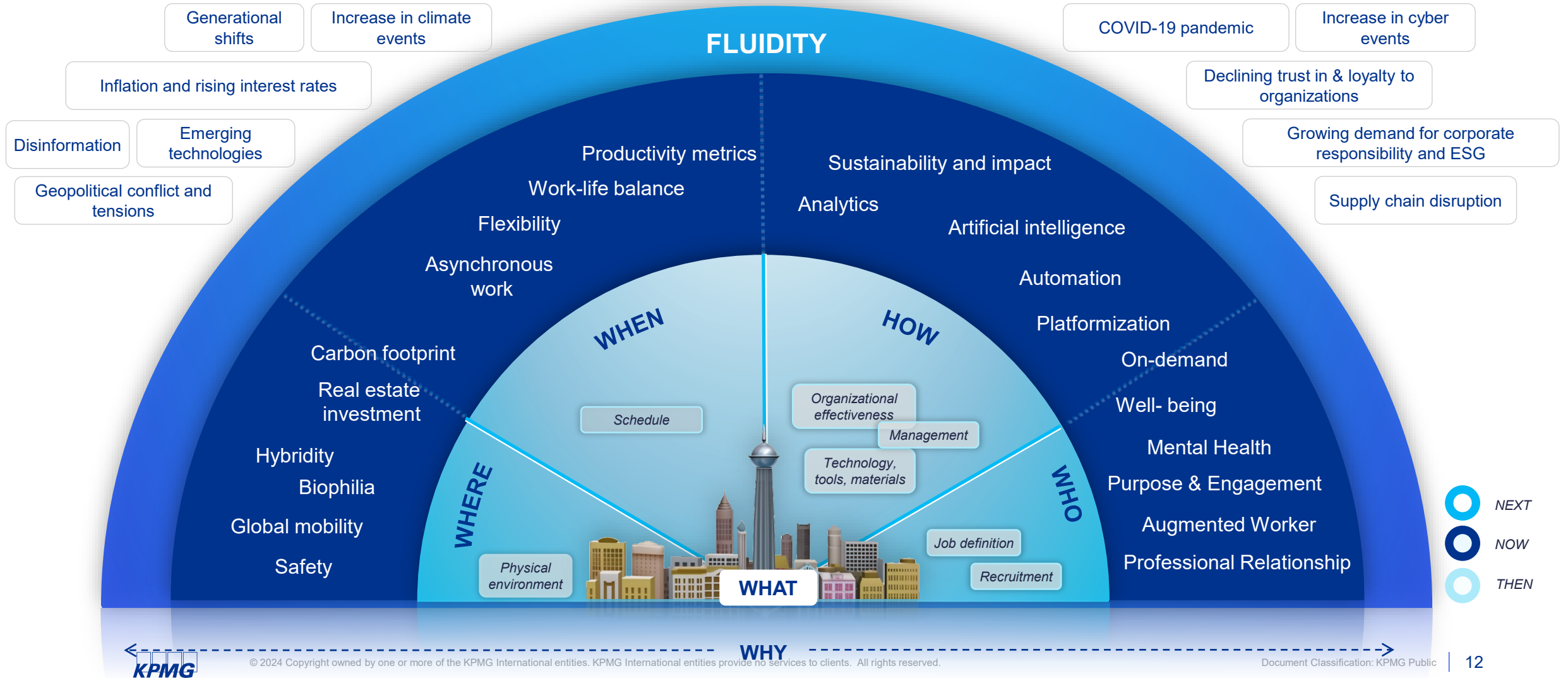
The future of work



Long-term trends and short-term shocks are redefining work

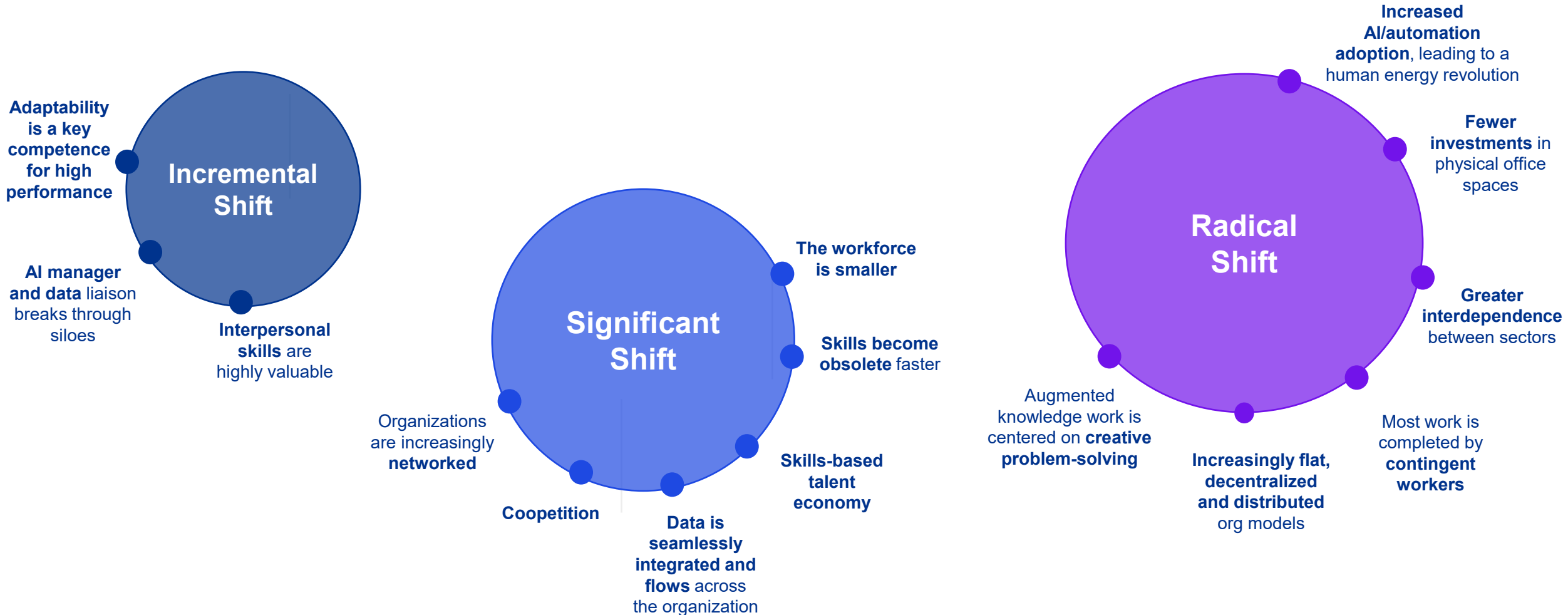


The future of work is navigating fluidity to unlock human potential and empower the organization.



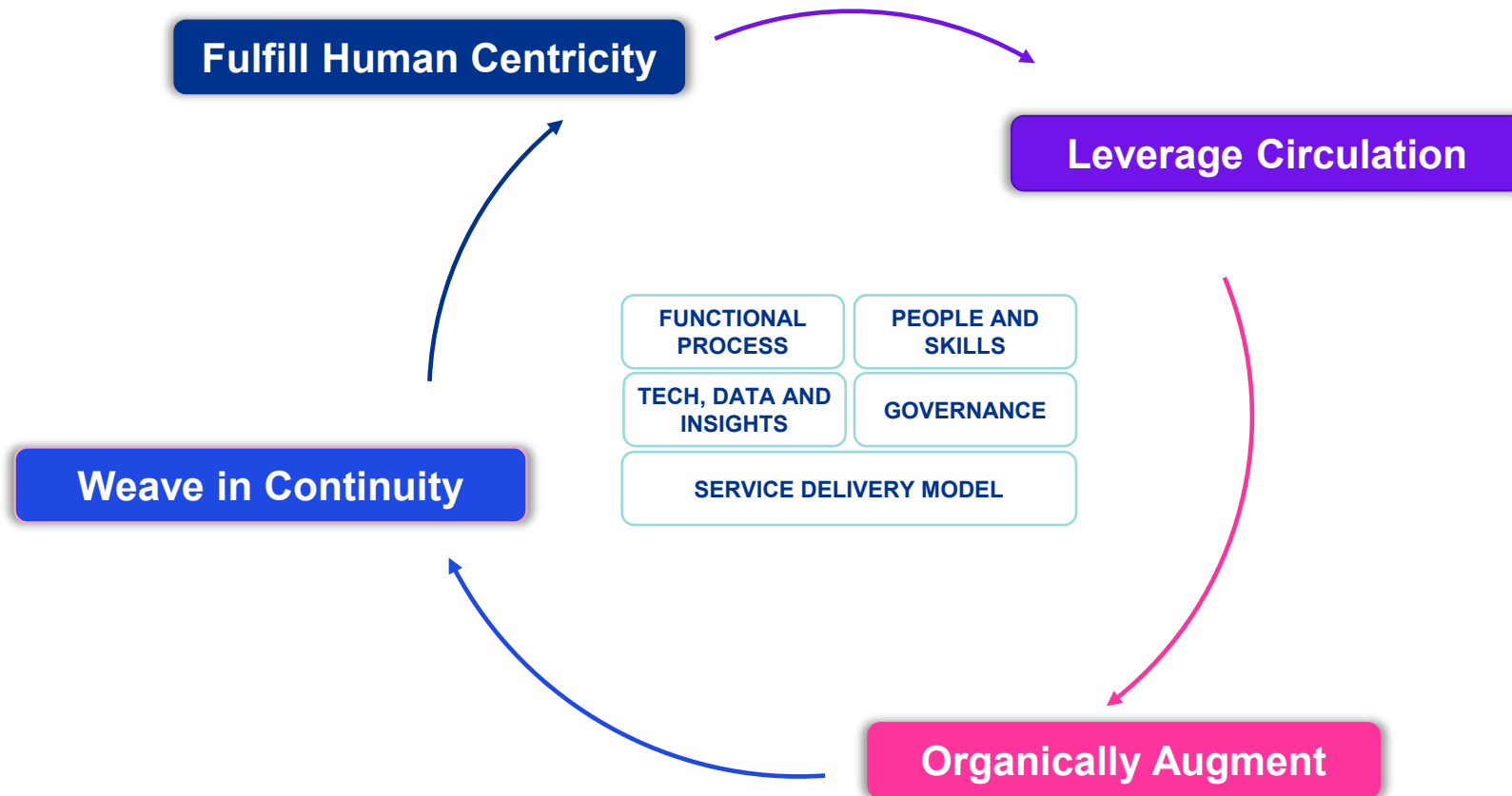
A new paradigm: The fluid future

While the future is uncertain, understanding possibilities in the fluid future allows us to prepare for needs and anticipate potential impacts.

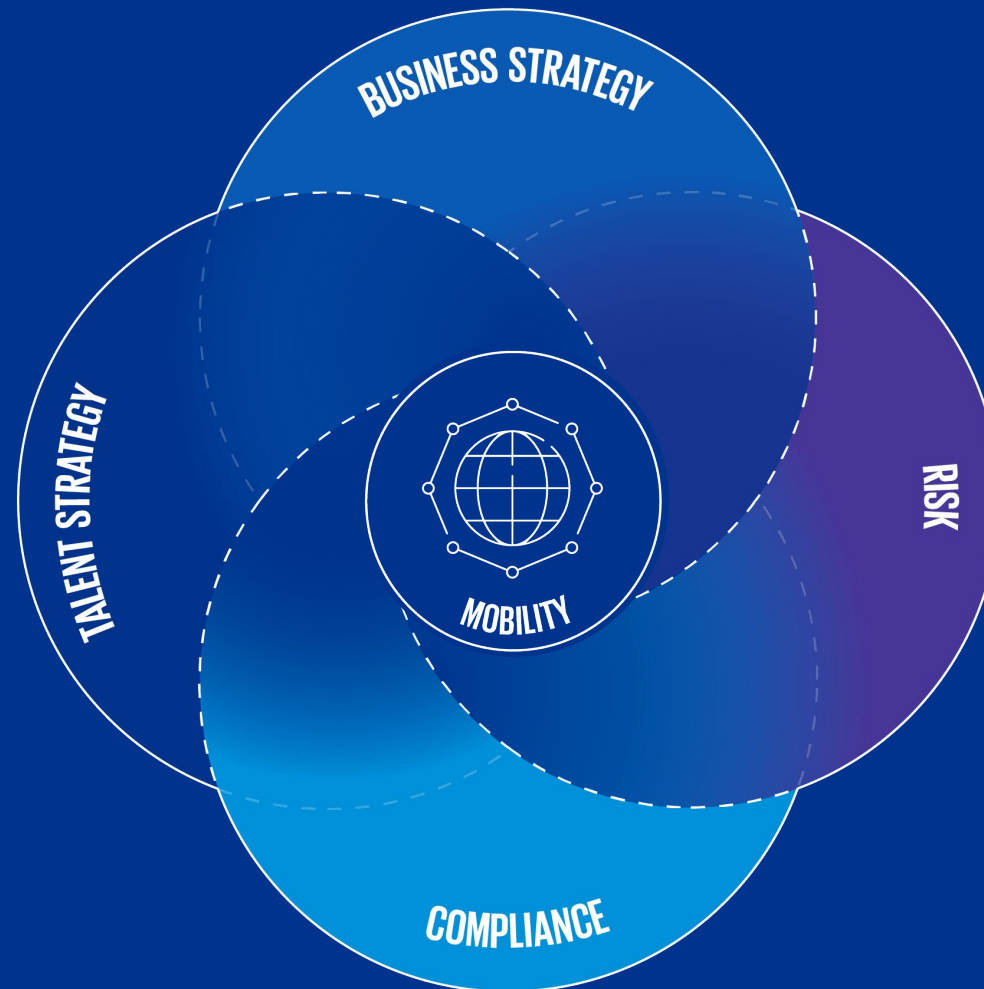


Fluidity as the new paradigm

As the complexity of the business landscape increases, giving way to fluidity, organizations must embrace agility in how they operate. In the fluid future, leaders and organizations must **FLOW**:



Mobility sits at a crucial intersection to address future business challenges



03

The future mobility team



Global mobility function – the human touch

Below are some key dimensions that companies are grappling with to shape the future of their mobility teams.



Mobility team alignment

Key: Liaison lines - - - -
Workflow lines ————

Executive Level:

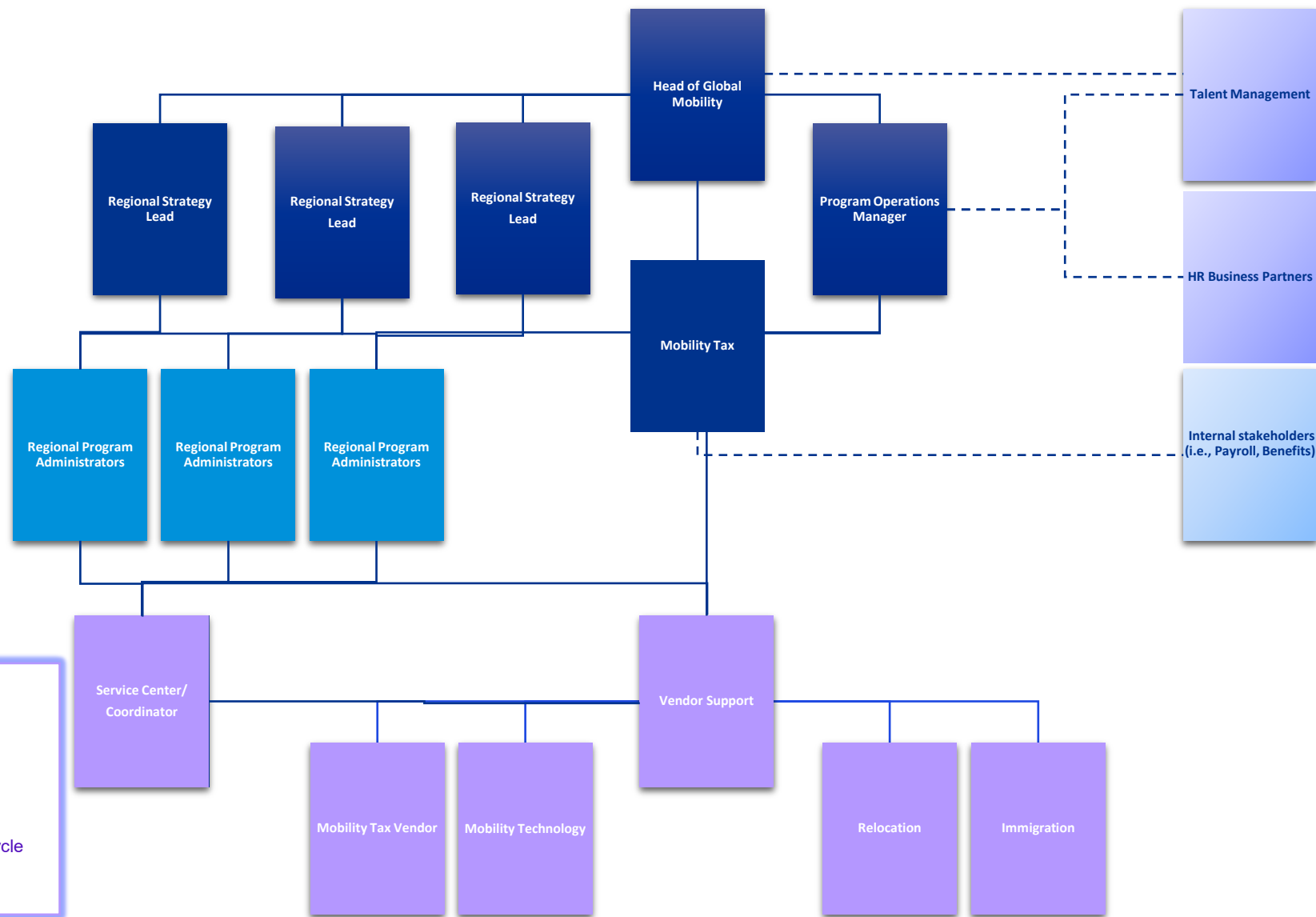
- Drives strategy and mobility initiatives
- Is a trusted advisor to TM/HR/Business (influencer, change agent)
- Policy design and implementation
- Monitor policies for cost and competitiveness improvements
- Promote global mobility across stakeholder groups
- Manage mobility vendor eco-system, SLAs and scorecards
- Implement service delivery models and change, lead teams
- Partners with external stakeholders (tax, finance, payroll, etc..)
- Research technical treaty issues, payroll and tax matters

Operations Level:

- Manage day-to-day operations and team performance
- Promote customer service and consultation, employee contacts
- Provide education to HR and business on global mobility issues
- Research complex situations and identify solutions
- Leverage technology and solid processes and tools to enhance customer experience, promote efficiency and consistency
- Manages exceptions with fairness and consistency
- Identifies policy gaps and recommends change
- Participates in external industry groups
- Assists finance with expatriate budgeting (BvA reports)
- Participates and interprets benchmarking and surveys

'On The Ground' Level:

- Establishes and maintains records
- Calculate allowances and prepare assignment agreements
- Provide assignees with policy orientations
- Coordinate mobility vendor eco-system for the assignee
- Support payroll processes
- Coordinates all services for assignees throughout the assignment lifecycle
- Responsible for assignment cost estimates
- Supports TCNs, localizations, and permanent international relocations



04

The future mobility leader



The future Mobility leader – three perspectives

Connectivity within the company // Ecosystem managers

What are/were the most relevant macro-trends for mobility?

- Covid, generational shifts and demographic curves, declining loyalty to organizations, geopolitical conflict

Why is the mobility leader and mobility so vulnerable to the volatility facing organizations today?

- With each re-organization, de-layering, corporate functions outsourcing, data system change, financial flow change, procurement transformation, M&A activity, mobility is affected. Mobility is one of the few functions connected to all the cogs in the machine

What does this mean for the mobility leader of the future?

- Mobility leaders must be highly networked within the organization, with strong relationships to the business, enabling functions and within HR. Able to react both to the foreseen changes as well as to quickly assess and react to unforeseen volatility. Truly able to listen to the business, read the horizon lead the mobility ecosystem.



The future Mobility leader – three perspectives

Connectivity within HR // New Ways of Working

Chief Connector:

- Bring the right stakeholders together, lead the formation of cross-functional teams

Compliance Champion:

- Manage new compliance risks coming with new ways of working
- Serve as a teacher, liaison, champion for corporate and individual compliance issues not commonly known by HR colleagues

Cross-border Workforce Strategist:

- Shift from serving as a program lead to shaping the cross-border workforce strategy for the business. What are the future skill gaps? Where will the talent be sourced and via which cross-border solution? What is the right policy suite to support these CBW scenarios?

The future Mobility leader – three perspectives

Leadership to Mobility // Fundamental Shift

Future-leaning Skills:

- Data analytics, vendor relationship/ecosystem management, AI practitioner, remote working expert, workforce planning, statutory/market landscape, active business listening, Talent Management

Skills trending out:

- Static program management, classic mobility silo, r-line management (command-and-control), mobility leader ability to delegate out functional topics (e.g. procurement)

05

At your table

What is one thing your organization is doing to shift the mobility team?

What is one opportunity?





Is your organization ready?

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