Strategic Alignment of Talent Mobility With Business Objectives

Terri Spadorcia
Jonathan Pearce
Adele Yeargan

October 22, 2012
## Agenda

<table>
<thead>
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<td>Introduction to Deloitte’s 2012 Survey</td>
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<td>The specific drivers for global mobility transformation</td>
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<tr>
<td>The importance of integrating mobility and talent</td>
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<td>The importance of a global mobility strategy</td>
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<td>Performing a current state assessment</td>
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<td>Integrating a « Talentism » approach</td>
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<td>Oversight and constant improvement</td>
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<tr>
<td>Questions and open discussion</td>
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The Deloitte Strategic Moves Survey...

Deloitte’s Strategic Moves Survey
– Over 20 countries
– Companies in total representing over 30,000 assignees
– Over a quarter of companies with annual turnover of over $10 billion
– Over 140 HR and non HR Executives
– 60% from HR and 40% non-HR Executives
– Survey results compared through qualitative interviews

www.deloitte.co.uk/strategicmoves
To what extent is your global talent program currently aligned to your organization’s strategic business objectives?

How important is it to align your global mobility strategy with your organization’s strategic business objectives?

To what extent do senior executives understand the role of global mobility in your organization?

To what extent do you feel your organization perceives global mobility as a strategic/value-adding function?

What are the top people issues facing your organization currently?

Will global mobility become more important in the next 3-5 years?
The need to integrate mobility and talent management

The importance of a global mobility strategy

Enhancing the value of global mobility programs
Global mobility is or will be listed as a strategic priority for the CEO

The Talent function will drive Global Mobility within the company

It will be mandatory for future senior leaders to have international experience and exposure

The US and the UK will no longer be the primary exporters or importers of global mobility assignees

The term ‘global mindset’ won’t sound so foreign

Global mobility will be used as a tool to attract, develop and retain talent and future generations

Career mobility will be a reality

Global rewards will become the norm
The importance of mobility

75% of participating companies anticipate that the total number of globally mobile employees will increase or increase significantly over the next three to five years.

Percentage

Unknown | Increase significantly | Increase | Remain about the same | Decrease | Decrease significantly

Asia-Pacific | Europe and North America | Latin America | Middle East

The specific drivers for global mobility transformation
Global expansion continues to be among the top priorities for executives

What are the most important strategic business issues in terms of their importance to your organization’s management today?

Global mobility and talent gaps

The talent gaps faced by companies in the emerging markets

- Vast talent gap across multiple functions: In the APAC region, more than half of executives surveyed predict talent shortages across all twelve of the functional areas surveyed, with an overall average of 61%.

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>APAC</th>
<th>Americas</th>
<th>EMEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D</td>
<td>68%</td>
<td>45%</td>
<td>33%</td>
</tr>
<tr>
<td>Operations</td>
<td>64%</td>
<td>56%</td>
<td>34%</td>
</tr>
<tr>
<td>Procurement and supply chain</td>
<td>64%</td>
<td>36%</td>
<td>19%</td>
</tr>
<tr>
<td>Risk and regulatory</td>
<td>63%</td>
<td>41%</td>
<td>38%</td>
</tr>
<tr>
<td>Strategy and planning</td>
<td>62%</td>
<td>46%</td>
<td>38%</td>
</tr>
<tr>
<td>Customer service</td>
<td>62%</td>
<td>38%</td>
<td>22%</td>
</tr>
<tr>
<td>Sales</td>
<td>60%</td>
<td>44%</td>
<td>28%</td>
</tr>
<tr>
<td>IT</td>
<td>59%</td>
<td>50%</td>
<td>33%</td>
</tr>
<tr>
<td>Executive leadership</td>
<td>58%</td>
<td>56%</td>
<td>47%</td>
</tr>
<tr>
<td>HR and talent</td>
<td>56%</td>
<td>44%</td>
<td>32%</td>
</tr>
<tr>
<td>Marketing</td>
<td>56%</td>
<td>43%</td>
<td>24%</td>
</tr>
<tr>
<td>Finance</td>
<td>56%</td>
<td>38%</td>
<td>24%</td>
</tr>
<tr>
<td>Average across 12</td>
<td>61%</td>
<td>45%</td>
<td>31%</td>
</tr>
</tbody>
</table>

Source: Talent Edge 2020, December 2010, Deloitte Consulting LLP

- Challenges in managing people assets is listed as one of the main tensions commonly experienced by companies in the emerging markets as impeding their business growth and development.
- Many executives believed strongly that the vast reserves of skills, knowledge, and experience within the global workforce of their companies represented an invaluable asset. But making the most of that asset is difficult.
- Many companies find deploying and developing talent in emerging markets to be a major challenge.
The emerging talent trends drive new organizational needs

**Organization and talent needs**
- Shift from cost reduction to growth
- Managing globally
- Expansion of workforce analytics
- Moving and growing talent across borders
- Migrating capability to opportunity markets
- Expanding diversity programs
- Identifying and developing future leaders
The importance of integrating mobility and talent
Most organizations recognize the need to integrate mobility and talent

How important is global mobility to your organization’s talent agenda?

60% of respondents felt that mobility was important or critically important to meeting their talent agenda.

However, only 21% of organizations feel that there is more than moderate alignment between their talent agenda and global mobility ...

"Leading or world-class" mobility requires focus on three objectives simultaneously:

1. **Operational excellence to rapidly fill immediate business needs**
2. **Formalize a mobility strategy to migrate capability to new markets**
3. **Integrate with talent to support leadership development**

*Deloitte, “Strategic Moves: A New Direction for Global Mobility” (2012)*
The importance of a Global Mobility Strategy
Alignment of mobility strategy with business strategy still needs work

To what extent is your global talent program currently aligned to your organization’s strategic business objectives?

88% of respondents feel that it is critically important to align their organisation’s global mobility strategy with their business and talent objectives...

ONLY 2% of organisations however feel that there is full alignment at present

An integrated global talent strategy is critical for success

An integrated talent strategy requires alignment of broad business and talent objectives to drive the appropriate people, skills, and locations.
Global mobility has an opportunity to transform

<table>
<thead>
<tr>
<th>Reactive support</th>
<th>Strategic partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Grown reactively</td>
<td>• Grown strategically</td>
</tr>
<tr>
<td>• Split between HR Shared Services/Operations/Talent</td>
<td>• Integrated into core HR/Talent functions</td>
</tr>
<tr>
<td>• Disconnected from business strategy</td>
<td>• Focused on long-term business needs and global talent priorities</td>
</tr>
<tr>
<td>• Seen as an administrative function and transactional cost center</td>
<td>• Value-add business partner guiding strategic moves</td>
</tr>
<tr>
<td>• Stop gap resourcing</td>
<td>• Strategically planned approaches</td>
</tr>
<tr>
<td>• Investments on an ad-hoc basis to fill short-term needs</td>
<td>• Focused short and long-term investments</td>
</tr>
</tbody>
</table>

“Moving south and east is fundamental to our growth ambitions, and as a mobility function it is increasingly important that our policy supports the business in moving talent to and from our new key locations”

Ian Cloke, VP HR Global Mobility, Unilever PLC

Mobility Program Design
Tailoring to meet your business objectives

Demographics
Organization
Rewards Strategy
Industry Dynamics
Corporate Strategy
Talent
Resources

MOBILITY PROFILE
Performing A Current State Assessment

The Critical Findings that Will Lead to a Roadmap & Project Plan
Global mobility effectiveness is still a target for many organizations

Over 75% of respondents rated their mobility program as no better than able ...

The “Next Generation” of global mobility programs

Global organizations need to focus on building new or stronger global mobility capabilities and solutions that support business strategies.

First generation global mobility programs

How?
Mobility program focused on how to deliver mobility services and the service delivery model

Next generation global mobility programs

What?
Mobility programs focusing on what services global mobility must provide to support the business strategy

CERC Conference 2012
The Traditional Role of Mobility:
An effective process manager

<table>
<thead>
<tr>
<th>Pre-assignment</th>
<th>On-assignment</th>
<th>Re-assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignee “tier 1” point of contact</td>
<td>Recurring Payroll and Compensation</td>
<td>End of assignment process management</td>
</tr>
<tr>
<td>Vendor Services Coordination</td>
<td>Data Management</td>
<td></td>
</tr>
<tr>
<td>Compliance</td>
<td>Internal Accounting and Cost Allocation</td>
<td></td>
</tr>
<tr>
<td>Mobility</td>
<td></td>
<td></td>
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</tbody>
</table>
Assessing Your Program’s “Maturity”
Transitioning from Function to Process

STAGE ONE
Functions Drive the Business

STAGE TWO
Processes are Acknowledged, but Functions Still Dominate

STAGE THREE
Core Program Processes Drive the Program Delivery

Risk & Liability Containment
Core Service Efficiency & Effectiveness
Alignment to Business Objectives & Needs
Strategic Workforce & Global Talent Management Integration
Establish Your Mobility Philosophy & Principles
Set a Clearly Articulated Value Statement

To provide a responsive, value-based program delivered by a team of subject matter experts following these core principles:

Consultative
Cost Effective
Compliant
Competitive
Comprehensive
Focus on specific activities to enhance the value of mobility for each stakeholder group

**Assignees**
Deliver both HR and talent services, including tax assistance, acculturation for the family, career management and basic HR services during the assignee’s time abroad, and deployment to a suitable position upon return

**Managers**
Provide consistent experience to both mobile and non-mobile employees and their managers by integrating mobility within the organization’s HR operations and infrastructure

**Business leaders**
Provide guidance on mobility-related decisions to the business, such as business case for assignments, time-to-deploy alternatives, selection of assignment goals, evaluation of candidates for assignment opportunities and measuring return on investment
# Identify your Stakeholders in the Mobility Process

## Audience, Alliance & Champions for Change

### Internal
- Mobile Employees
- Assignee/Transferee
- Line Business Management
- Home/Host
- BU HR (Business Partners)
- Home/Host
- Payroll
- Home/Host
- Finance
- Treasury
- Mobility Administration/Governance
- Expense management
- Travel
- Security
- Organizational Health
- IT
- Benefits
- Talent Management
- Legal

### Internal (cont.)
- Tax
- Compensation
- Equity
- BU HR Leads
- Regional HR Leads
- Corporate Responsibility
- Procurement/Sourcing
- Management Committee & Board

### External
- Relocation Service Provider
- Immigration Service Provider
- Tax Service Provider
- Outsourced Service Provider
- COLA Data Provider
- Global Payroll (if unique for mobility)
- Assignee Family
Commentary from Bombardier on function transformation and stakeholder engagement

What has been your experience?
Transform Mobility into a **Strategic Support** Function to meet your Business Imperatives

**Design delivery model to increase reliability and effectiveness**

<table>
<thead>
<tr>
<th>2010-2011</th>
<th>2012</th>
<th>2012-2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compliance</strong></td>
<td><strong>Redefining the delivery model</strong></td>
<td><strong>Policy review/business alignment</strong></td>
<td><strong>Integration with talent strategies</strong></td>
</tr>
<tr>
<td>• Global Tax Preparation</td>
<td>• Service Delivery Model</td>
<td>• Service Delivery Model</td>
<td>• Global Talent Alignment with Policies</td>
</tr>
<tr>
<td>• Immigration Compliance</td>
<td>• Streamlined Processes</td>
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<td>• Global Talent Pool Identification and Tracking</td>
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<td>• Defined Roles</td>
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<td>• Global Compensation/Rewards</td>
</tr>
<tr>
<td>• Core Service Provision</td>
<td>• Vendor Services Management</td>
<td>• Vendor Services Management</td>
<td>• Post-Assignment Retention Strategies</td>
</tr>
<tr>
<td>• Population Awareness</td>
<td>• Technology Enablers</td>
<td>• Technology Enablers</td>
<td>• Policies Aligned to Business Needs</td>
</tr>
</tbody>
</table>

**Operational stabilization/excellence**

| • Global Tax Preparation | • Global Tax Preparation | • Global Tax Preparation | • Global Tax Preparation |
| • Immigration Compliance | • Immigration Compliance | • Immigration Compliance | • Immigration Compliance |
| • Data Security | • Data Security | • Data Security | • Data Security |
| • Core Service Provision | • Core Service Provision | • Core Service Provision | • Core Service Provision |
| • Population Awareness | • Population Awareness | • Population Awareness | • Population Awareness |

**Core service efficiency and effectiveness**

| • Advanced Business Advisory Services | • Advanced Business Advisory Services | • Advanced Business Advisory Services | • Advanced Business Advisory Services |
| • Tailored Policies/Packages Relocations | • Tailored Policies/Packages Relocations | • Tailored Policies/Packages Relocations | • Tailored Policies/Packages Relocations |

**Meeting business objectives and needs**

<table>
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<tr>
<th>2010-2011</th>
<th>2012</th>
<th>2012-2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Maturity</td>
<td><strong>Core service efficiency and effectiveness</strong></td>
<td><strong>Meeting business objectives and needs</strong></td>
<td><strong>Integration with talent strategies</strong></td>
</tr>
<tr>
<td>• Redefining the delivery model</td>
<td>• Redefining the delivery model</td>
<td>• Redefining the delivery model</td>
<td>• Redefining the delivery model</td>
</tr>
<tr>
<td>• Increasing reliability</td>
<td>• Increasing reliability</td>
<td>• Increasing reliability</td>
<td>• Increasing reliability</td>
</tr>
<tr>
<td>• Increasing effectiveness</td>
<td>• Increasing effectiveness</td>
<td>• Increasing effectiveness</td>
<td>• Increasing effectiveness</td>
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</table>

2010-2011: Improving the basics, Increasing reliability
2012: Redefining the delivery model, Increasing effectiveness
2012-2013: Policy review/business alignment
2014: Integration with talent strategies

CERC Conference 2012
## Summarize Findings from your Stakeholders

### Measure the Gap against your Philosophy & Principles

<table>
<thead>
<tr>
<th>Mobility &amp; Compliance Consulting to the Business</th>
<th>Consultative</th>
</tr>
</thead>
<tbody>
<tr>
<td>We provide a reactive &amp; tactical delivery to the Business Units &amp; functional stakeholders</td>
<td></td>
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<table>
<thead>
<tr>
<th>Cost Effective Operations and Administration</th>
<th>Cost Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have limited documented process work flows, do not track any operational metrics, are completely manual. We do not have a consolidated provider interface. We are only starting to leverage our provider’s technology to improve access to reports.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy, Financial, Tax and Legal Compliance</th>
<th>Compliant</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have strong tax and immigration oversight, but inflexible policies. No documented immigration policies.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry Practices</th>
<th>Competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies are dated and not aligned to our business and corporate objectives.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Alignment, Relevance, &amp; Value</th>
<th>Comprehensive</th>
</tr>
</thead>
<tbody>
<tr>
<td>We respond to inquiries, articulate policy and deliver on a best efforts basis. We attempt to align the programs to provide strategic solutions, we have only limited impact on executing BU or company-wide objectives.</td>
<td></td>
</tr>
</tbody>
</table>
Establish the new role of mobility: from process manager to business advisor

Pre-assignment

- Planning
- Structure
- Assignment review and approval

On-assignment

- Feed mobility data into talent review cycle
- Assignee on-boarding
- Strategic management reporting and analysis
- Recurring Payroll and Compensation
- Assignee “tier 1” point of contact
- Vendor Services Coordination
- Compliance

Re-assignment

- Coordinate with business on next role and succession plan
- End of assignment process management

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Creating the Talent Mobility Roadmap

Making Talent Mobility Practices A Key Driver of Business Growth...

...Enhancing the value of the global mobility function
Transform Mobility into a *Strategic Support* Function to meet your Business Imperatives

Design delivery model to increase reliability and effectiveness

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<td><strong>Operational stabilization/excellence</strong></td>
<td><strong>Policy review/business alignment</strong></td>
<td><strong>Integration with talent strategies</strong></td>
</tr>
<tr>
<td>- Global Tax Preparation</td>
<td>- Service Delivery Model</td>
<td>- Policies Aligned to Business Needs</td>
<td>- Global Talent Alignment with Policies</td>
</tr>
<tr>
<td>- Immigration Compliance</td>
<td>- Streamlined Processes</td>
<td>- Advanced Business Advisory Services</td>
<td>- Global Talent Pool Identification and Tracking</td>
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<tr>
<td>- Data Security</td>
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<td>- Global Talent Pool Identification and Tracking</td>
</tr>
</tbody>
</table>

**Program Maturity**

- Improving the basics
  - Increasing reliability

- Redefining the delivery model
  - Increasing effectiveness

- Service Delivery Model
  - Streamlined Processes
  - Defined Roles
  - Vendor Services Management
  - Technology Enablers

- Global Tax Preparation
  - Immigration Compliance
  - Data Security
  - Core Service Provision
  - Population Awareness

- Integration with talent strategies

- Policies Aligned to Business Needs
  - Advanced Business Advisory Services
  - Tailored Policies/Packages for Relocations

- Meeting business objectives and needs

- Global talent management
Design, Build & Implement

*...an end-to-end blueprint*

<table>
<thead>
<tr>
<th>Current State Assessment</th>
<th>Approval for Roadmap &amp; Timeline</th>
<th>Financial Analytics</th>
<th>Design Model &amp; Technology Platform Set</th>
<th>Provider RFP</th>
<th>Policies Drafted</th>
<th>Stakeholder Sessions / Deep Dives</th>
</tr>
</thead>
</table>

Policy & Process Agreed

Capability: Delivery Model Design, Technology and/or Provider Selection

Financial Analysis, Governance Protocols Set / Compliance Methodology Documented

<table>
<thead>
<tr>
<th>Post Program Governance Set</th>
<th>New Program/ Policies Socialized</th>
<th>Current Mobile Population Assessment</th>
<th>New Program Implementation</th>
<th>Roll-Out Regional/Global</th>
<th>Go Live!</th>
</tr>
</thead>
</table>

Final Stakeholder Consensus On New Program Design

Population Impact, Implementation & Communication Plan Executed

*Go Live ... Operational and Governance Reviews Begin*
Realize an integrated process through service oriented architecture technology...

- Puts the customers of mobility at the center of the process
- Highly integrated with existing platforms and talent management processes
- Enhances assignee/transferee satisfaction
- Supports sophisticated compliance and risk management process
- Scalable to support company growth and changing business needs
Integrating a “Talentism” Approach

The Power of Program Analytics: transparency for accountability
Targeted Guidance: High Business-Value Impact

“The success of employee mobility events relies on packaging the right move structure with the right person for the job”

**Business rationale of the move:**
- Candidate performance & potential
- Documented goals & objectives
- Mobility cost & duration required
- Candidate career path & succession planning of role in host location
- Quality & consistency of support to the mobile population

---

**Segment & Prioritize Deployments for Strategic & Critical Business Needs**

- **Global Development & Learning**
  - **Target Employees:**
    - Rising Stars
    - Employees looking for diversity in experience and personal growth
  - **Talent Mobility Approach:**
    - Focus on development
    - Expect participants to bear some of the burden/financial investment

- **Global Experience**
  - **Target Employees:**
    - Volunteer
    - Low cost talent
  - **Talent Mobility Approach:**
    - Minimal perks and support
    - Local transfers
    - “At risk” transfer benefits

- **Strategic Deployment**
  - **Target Employees:**
    - Key talent assets
    - Future leaders — “Superstars”
  - **Talent Mobility Approach:**
    - Focus on development, experience, and retention
    - Enhanced future opportunities

- **Critical Business Need:**
  - Skilled Position
  - **Target Employees:**
    - Demonstrated performers
    - Deep, specialized skill sets
  - **Talent Mobility Approach:**
    - Shorter-term transfer
    - Rapid deployment

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### Global Mobility Analytics Framework

<table>
<thead>
<tr>
<th>Measures</th>
<th>Data</th>
<th>Insight</th>
<th>Foresight</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Return on Investment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business</strong></td>
<td>Measures the contribution made to the business including growth and customer satisfaction</td>
<td>• Proportion of assignments meeting specific business goals</td>
<td>• Increase or decrease by region, business or sponsor</td>
<td>• Attributes of successful candidates</td>
</tr>
<tr>
<td><strong>Talent</strong></td>
<td>Measures the impact of assignments on talent retention, and performance management</td>
<td>• Retention of assignees two years post assignment</td>
<td>• Availability of suitable roles and promotion opportunities post assignment</td>
<td>• Career planning</td>
</tr>
<tr>
<td><strong>Service</strong></td>
<td>Measures the quality of mobility service delivery to company, business and assignee</td>
<td>• Customer satisfaction</td>
<td>• Areas requiring attention to enhance satisfaction</td>
<td>• Interventions in individual assignments</td>
</tr>
<tr>
<td><strong>Operational</strong></td>
<td>Measures the efficiency of global mobility program administration including the cost of internal and external administration resources</td>
<td>• Global Mobility staff turnover rates</td>
<td>• How to improve retention</td>
<td>• Re-alignment or training of mobility personnel</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>Measures the cost of providing mobility related compensation and benefits to mobile employees under the global mobility program</td>
<td>• Total cost per assignment</td>
<td>• Accrued cost vs. actual</td>
<td>• Vendor service review</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>Measures the extent to which mobility processes result in accuracy, timeliness and efficiencies</td>
<td>• Number of inaccurate payments</td>
<td>• Where delays are occurring in the process</td>
<td>• Implement regular status updates from vendors</td>
</tr>
</tbody>
</table>
Putting data in the hands of managers making decisions
Governance as a Strategy for Driving Mobility
Innovation and On-going Engagement
Governance Strategy: Design a Structure, Mandate & Agenda

Operational Delivery

- SME consulting to the business
- Program analytics
  - Reports
  - Trends
  - Service
- Service provider management
  - Administration deliverables, service
- KPIs & SLAs
  - Corporate & outsourced
  - i.e.: planned Vs reactive relocations
  - Estimate to actual

Compliance & Analytics

- Annual / Bi-annual Governance Workshops
- Independent Quarterly Reviews

- Metrics
- Program and market trends
  - Tactical changes to processes & practices
- Business objectives: constant review for alignment

Strategy

- Market trends
  - Strategic policy shifts or adjustments
- Talent Management Initiatives
- ROI Assessments
Q & A ?
In summary ...

1. Create a business-aligned global mobility strategy
2. Integrate mobility and talent management
3. Enhance mobility through targeted strategic and operational activities