



**FEATURED
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GLOBAL WORKFORCE ESSENTIALS

**FOUR INSIGHTS FOR MAKING HR
A GLOBAL STRATEGIC POWERHOUSE**

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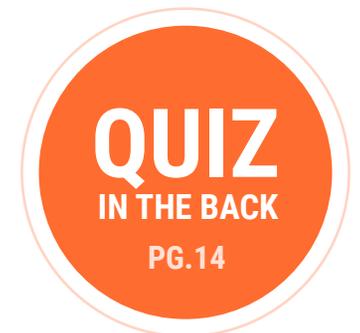
HOW DO YOU BECOME A STRATEGIC LEADER?

By crafting a strategic, big-picture plan for how HR can more effectively support every department's goals. And in a ceaselessly competitive talent marketplace, there's no bigger opportunity than building a global workforce plan that allows you to hire and deploy talent where you need them most.

In its 2015 Modern Mobility report, PwC showed that **89 percent of organizations are planning to increase their global mobility** over the next two years, and **85 percent stressed the importance of mobility in helping achieve business objectives.**

As maintaining a global workforce becomes increasingly essential for staying competitive, HR will play a crucial role in developing the plans and processes for moving the organization forward.

To explore this key trend in depth, here are insights from the top HR leaders, consultants and executives.





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IT'S TIME TO GO GLOBAL

Why investing in global talent is crucial for staying competitive.

BY CHARLIE JUDY

Do you remember when “going global” meant getting a passport, buying a [Eurail Pass](#), and boarding a 747? If you’re a Gen Xer, you haven’t really lived unless you’ve schlepped it on an overnight train from Paris to Prague with a frame backpack and three-inch-thick travel guide in tow.

Then came the social internet — our renaissance to immediate and unfettered access to this big blue globe.

I follow people on [Twitter](#) from each of our continents — even Antarctica. I converse with, share knowledge with, learn from and get exposure to people across the planet every day. As people, we are collectively shaped by an unprecedented level of diversity. And this level of exposure can only move in one direction: up.

This is the new “going global.”

As a [longtime HR practitioner](#), I have any number of bellwethers for the workplace. My go-to, though, is how closely the enterprise environment reflects the external realities of the world. A disconnect — any disconnect — gives warning of irrelevance. And irrelevance can be the kiss of death to any





enterprise. Period. I'm here to say there is a huge disconnect looming ... and almost across the board. If you can stand up and honestly say your workplace reflects our globe's diversity, then you can stop reading this post right now. Thank you for your wisdom and your leadership.

If you're like everyone else, though, keep reading.

I'm not going to build the case for diversity in your workplace. I shouldn't have to at this point. If you still don't get that, then your organization is most likely a lost-cause traditionalist living in its twilight. But even most organizations that have been flying the diversity flag for decades are still missing out on one pretty freakin' powerful dynamic: a truly global talent base. As employers based in the United States, we hire U.S. citizens and pretty much U.S. citizens only.

That's not diverse. That's provincial.

This is not a political discussion. This is not about outsourcing, low-paid labor and lost jobs. This has nothing to do with moral obligations. This is purely about workforce strategy. I hear you say (you all do) that you can't find enough of the right people ... that competition for talent is one of your biggest challenges. So you mean to tell me that on this planet of seven billion human beings, you can't find the right ones for your business? Well then, I'm not really sure you're trying. You take the traditional paths to finding them — which at first seem like the paths of least resistance, but end up seriously costing your organization in terms of lost productivity as roles go unfilled. You search in all the same places. You talk to all the same candidates over and over and over again. And most of all ...

you spend almost all of your time recruiting people who you need today — like right now — and almost none of your time recruiting people you need a quarter or a year from now. None of it!

This short-sighted approach is not strategy; it's desperation. And it will not fuel your growth engine ... ever. There is no better place to build a more thoughtful and productive workforce strategy than in the global realm. It takes some effort. It takes some planning and it probably even takes some help from experts who can navigate the complexities of global immigration.

Taking your workforce planning from local to global is complex, but it doesn't have to be hard. Communicate to your team that you're prioritizing global talent — so that the next time a candidate requiring visa sponsorship shows up in your applicant tracking system, your recruiter's first instinct isn't to throw the application out. From there, you can start to build a set of practices that nurture global talent and provide opportunities for global mobility. Just start small.

MAKING THE CASE FOR CHANGE

How to get buy-in for hiring global talent.

BY JENNIFER MCCLURE

As a speaker and consultant in the human resources and talent acquisition spaces, I have a mantra that I frequently preach on stages and in boardrooms to business leaders around the world.

The primary way that HR and recruiting professionals contribute to the strategic plan, and add value in the organization, is by ensuring that the organization has the right people, in the right place, with the right skills, at the right time, and at the right price.

Now, I know that's no simple task to accomplish, but I firmly believe that by staying focused on this path, there's no need for HR pros to worry about things like a "seat at the table," or being considered a "strategic partner" — because **delivering on this objective is the single most effective way to make a positive difference in the organization, and also to achieve both of those goals.**

But just like we all know that in order to lose weight we need to stay focused on eating less and exercising more, it's one thing to know what to do — and do it effectively — and another thing entirely to actually execute effectively on the plan, and see the desired results.





Why? Because it's hard. Life throws us curveballs and places obstacles in our path. But it's still possible to succeed — if you have a plan, engage support to ensure your success and work the plan.



The Challenge: Competition for Qualified Talent

The war for qualified talent is extremely tough. To attract and recruit top talent, it's no longer possible to just place an ad online and sift through hundreds of resumes to find "The One" — who also happens to be located just down the street, and doesn't even require relocation.

In fact, it's becoming more and more unlikely that the talent that your organization needs is located nearby — or even in your country. Due to growing talent shortages and skills gaps, as well as global demographic and population shifts, employers are increasingly being forced to reach beyond their borders to find talent. But while doing so can expand the pool of available talent, hiring globally can bring quite a bit of complexity into the hiring process.



The Plan: Look for Talent Beyond U.S. Borders

HR professionals need to think proactively about incorporating the complexity involved with global hiring into their talent acquisition strategies. Establishing processes, procedures and choosing trusted partners will ensure that the process is consistent, cost efficient and effective.



Navigating Around Potential Roadblocks

If you're proposing changes in your organization — considering global talent, hiring internationally, and moving away from expensive legal retainers and attorney fees, you **MUST** present a business case to your leadership in advance to get buy-in and approval.

The first step in developing a business case is to define the problem. Using your own data, and data available from LinkedIn, job boards, the Bureau of Labor Statistics, it's likely that you can clearly paint a picture of the demographic and geographic challenges that your company is facing in hiring the talent it needs.

These same resources can also be used to show where the talent is located in the world that has the skills and experience necessary for your company to achieve its objectives. You'll also need to compare and contrast the time and costs required to hire talent away from competitors, develop talent internally (or externally), or hire internationally to make your case.



Engaging Support

Once you've made the case for recruiting in the global talent marketplace, it's important to be proactive in your approach, and ensure that you and your team have the processes and partners in place to deliver hires in an efficient and cost effective manner.

This will likely include partnering with an immigration services provider that has expertise in assisting both employers and prospective employees in navigating through the immigration and visa application process.

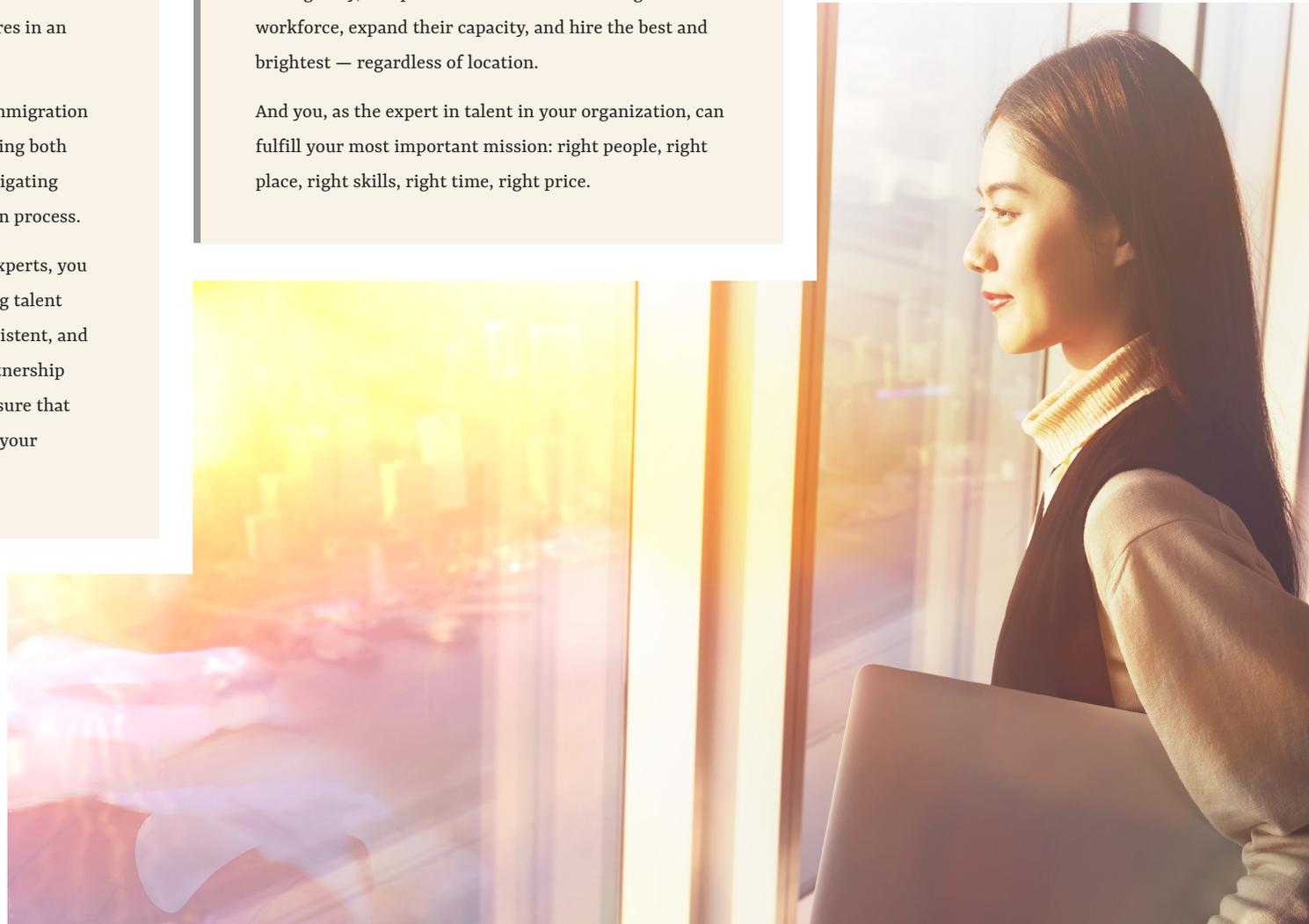
By outsourcing these services to dedicated experts, you can make the process of recruiting and hiring talent from the global talent pool easier, more consistent, and more cost effective. You'll also develop a partnership and relationship with a provider that can ensure that the candidate experience that is provided to your international hires is a positive one.



Work the Plan

By moving from a reactive cycle of processing candidates who need sponsorship to approaching global hiring strategically, companies can better access the global workforce, expand their capacity, and hire the best and brightest — regardless of location.

And you, as the expert in talent in your organization, can fulfill your most important mission: right people, right place, right skills, right time, right price.



COMPONENTS OF A GLOBAL WORKFORCE PLAN

HR planning is finding the right number of people for the right jobs at the right time. Here's what you'll need to consider to do it properly.

BY MATTHEW STOLLAK

Your organization's internal and external environments are constantly shifting. HR needs to anticipate change with action plans that are already in place to address the shifting needs of the organization. Here are the crucial components needed for successful global workforce planning.





1. Forecasting

Forecasting involves collecting information about both the internal and external environments in which the firm operates. Once gathered, planners can forecast the demand for and supply of employees at various points in the future.

First, the company can judge the need for labor by asking knowledgeable people to identify where they think increases or decreases in firm growth might occur. If your organization has enough data, you can also use mathematical models to minimize error.

Second, companies may also examine their internal supply of labor through skills inventories, or their HRIS can determine what skills employees possess. Also, a Markov analysis can help determine the likelihood that a job incumbent will stay, move to another job, or leave entirely (this is most effective when applied to a single location).

2. Succession Planning

Any global workforce plan must address how to replace key business leadership positions. Employers can identify potential replacements, provide them with the needed training and development, and fill vacancies with minimal disruption. Bench strength must be a top priority.

3. Redeployment Strategy

Companies have to consider how to get the right knowledge, skills and abilities where they are needed, regardless of location. Cultural sensitivity, as well as the capacity to speak a second language, will also be important factors in employee selection. And you'll want to choose wisely: The average cost of an overseas assignment can sometimes be greater than an employee's predeparture salary, so selecting the right person is critical.

4. Flexibility

Is your technology flexible enough to consider differences in local language and culture? How might each country's different laws affect staffing? China, for example, has complicated rules affecting the ability to use contingent workers. The Philippines prohibits the use of labor-only contract workers.

5. Metrics and Assessment

You'll also need to decide how you'll assess the effectiveness of the plan. How accurate was the forecast? Where are the shortfalls of succession planning, if any? Was any component ignored or overlooked? This is a critical piece, yet a recent Mercer survey found that 90 percent of companies do not take the time to track the results of their mobility programs.

6. Anticipating Obstacles

When you're mapping out your global workforce plan, prepare for problems before they occur. The same Mercer survey indicated, for example, that international assignments often fail due to poor candidate selection, family-related issues or difficulty adjusting to the host country. Knowing and acting to prevent these problems from arising can be extremely helpful.

RETAINING YOUR GLOBAL WORKFORCE

While there's no one-size-fits-all approach to managing a global workforce, planning goes a long way.

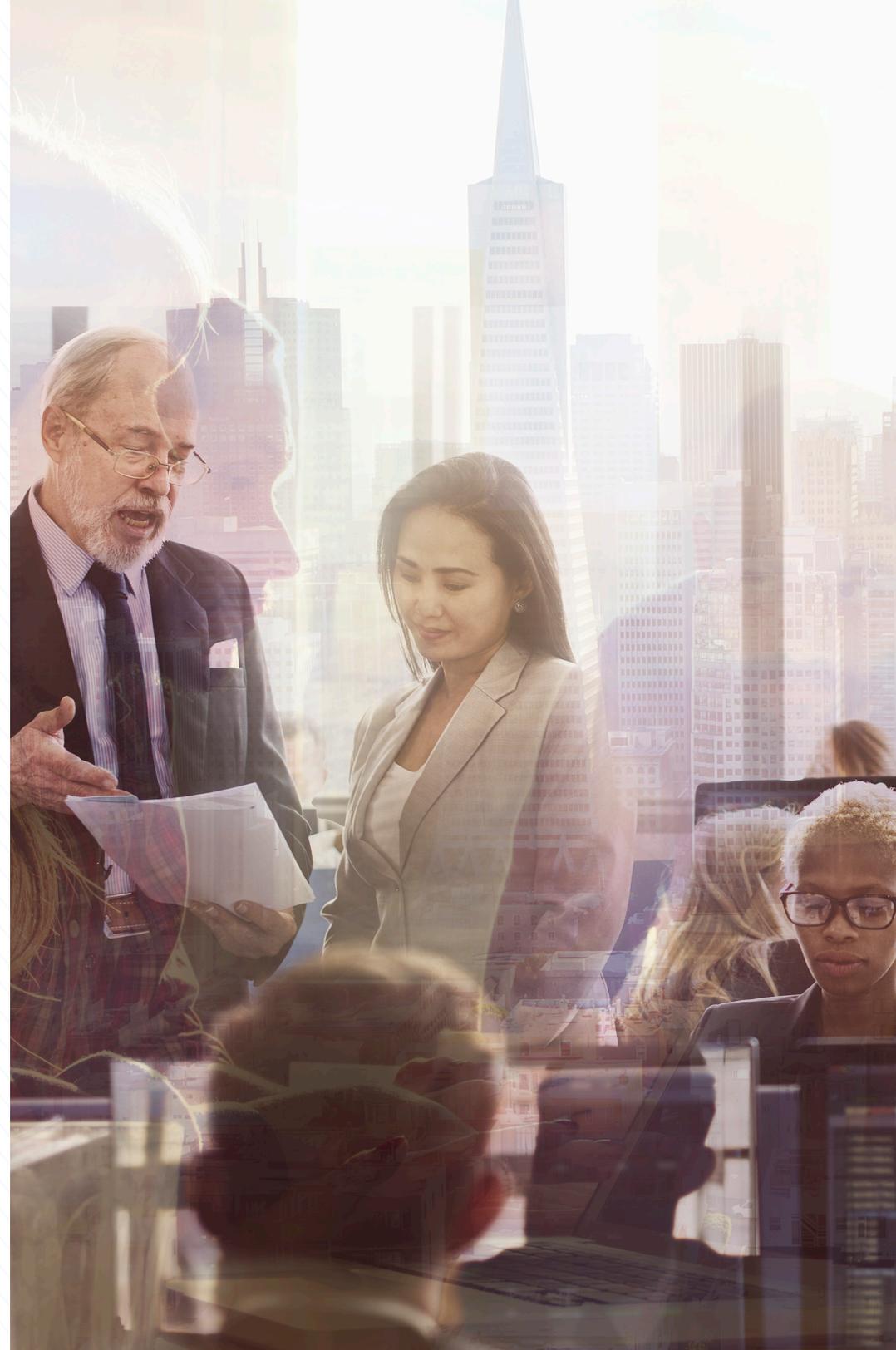
BY LAURIE RUETTIMANN

I recently read about a company that earned a 98 percent employee retention rate by implementing three key steps related to culture, improved interviewing techniques and enhancing its onboarding program.

It seems so simple, right?

Unfortunately, increasingly global processes and business practices — combined with the specific visa stipulations that accompany hiring and transferring global employees — require savvy HR departments to create bespoke retention strategies that scale across an enterprise while feeling customized to local markets.

Here are three retention strategies for your global workforce that will have you considering the needs of all employees — in your home office and beyond.





1

RETENTION OF TOP GLOBAL TALENT STARTS WITH A SOLID COMPENSATION STRATEGY.

You only get one chance to make a first impression. If you hire expats in America or have employees beyond U.S. borders, your HR department should count global compensation analysis as one of its competencies. If no one on your staff knows how to do so, this is a great opportunity for continuing education.

Ideally, the compensation analyst is knowledgeable about visa requirements and the necessary methods to hire and onboard a foreign worker in a local market. At a bare minimum, this person will be your guide and help you craft a compelling offer that includes the right level of bonus and perks without giving away the farm.

If you do not have a global compensation analyst on your team, make the case for change and hire one. A competitive offer that highlights all aspects of your total rewards plan will help you retain your best and brightest workers in the long run.



2

BUILD A LEARNING PROGRAM.

Josh Bersin, founder of Bersin by Deloitte and a noted thought leader in the HR industry, believes that learning is a perennial issue that will perpetually challenge human resources professionals and executives alike.

“The research shows that companies with high-performing learning environments rank in the top for employee engagement, demonstrating how important learning is to engaging and empowering people,” Bersin wrote.

If your workers cannot see a future within your organization, their tenure is limited to their current job.

When thinking about retention, think about how your workforce needs to learn and grow. Partner with a consulting firm to audit your current professional education offerings.

Benchmark your organization against the competition. What do you offer beyond immediate, task-related courses? How can you do better for your workers?

There’s also global mobility: Millennials, in particular, value the opportunity to travel around the world for work. A 2016 Deloitte survey shows that the chance for international travel is among the most important factors for millennials in deciding which company to work for. Consider how you might be able to formalize a rotational program that opens up opportunities for your employees to live all over the world.

Also, remember that you are an employee. What possibilities are there for you to learn and grow in your company? HR can look to its experience to benchmark how you might be serving your employees.



3

DOUBLE-DOWN ON EQUALITY, DIVERSITY AND INCLUSION PROGRAMS.

People do not quit jobs, they quit toxic cultures. Many hiring managers and leaders have assumptions about global workers that appear in subtle and unhealthy ways during the interview process. Those assumptions may also drive a recent hire to exit an organization too quickly.

If you want to improve retention, it is time to look in the mirror. I believe that everyone deserves a bias-free interview process — as much as that is possible. Once hired, our employees must feel enabled and appreciated at work. It is why I encourage HR leaders to invest in training that will help their colleagues examine how they might be subconsciously stereotyping applicants, candidates and employees.

Global workforce retention starts with sensitivity and an appreciation of everyone who participates in the workforce. All employees — from the CEO to the security guards who work the overnight shift— must understand how their individual actions make an impact on their fellow employees.

Start small, define your retention goals and try having conversations with your staff and leaders about their input on retaining the best and brightest workers in your organization. The chances are good that someone in your company has smart ideas on how to keep global employees that deserve immediate consideration.



HOW WORLD-READY ARE YOU?

Envoy's two benchmarking reports, *Immigration Trends 2016* and *Global Talent Perspectives*, shed light on best practices from employers across industries and reflect the experiences of sponsored employees. Based on the two surveys, we built a benchmarking quiz that will help you determine how your global talent practices compare to those of your peers.

After you complete our 10-question quiz, you'll have a better idea of where you stand compared to your competition.

CIRCLE

"YES"

OR

"NO"

1. IS YOUR ORGANIZATION GOING TO INCREASE THE NUMBER OF SPONSORED EMPLOYEES NEXT YEAR?

More than one-third of employers say they expect their company's foreign national headcount to increase during the next year. Only one in 10 expects a decrease.

YES

NO

2. DOES YOUR COMPANY HAVE A GREEN CARD POLICY?

Seventy percent of visa holders say the green card sponsorship policy of a company is very or extremely important in deciding whether they'd work for the organization.

YES

NO

3. DO YOU SPONSOR EMPLOYEES' GREEN CARDS AFTER ONE YEAR OF SERVICE?

Forty percent of employers say their company starts the green card process after the first year of employment.

YES

NO

4. DO YOU OFFER YOUR SPONSORED EMPLOYEES IMMIGRATION-RELATED PACKAGES, WHICH INCLUDE PERKS LIKE HOUSING ASSISTANCE, TRANSPORTATION, TRAVEL, OR DEPENDENT VISA AND GREEN CARD APPLICATIONS?

Sixty percent of visa holders were offered immigration perk packages by their employers.

YES

NO

5. DO YOU HAVE AN ESTABLISHED REFERRAL PROGRAM FOR SPONSORED EMPLOYEES?

Person-to-person referrals were the top way visa and green card holders found their jobs.

YES

NO

6. DOES YOUR COMPANY HAVE A STRONG EMPLOYER BRAND ON LINKEDIN AND GLASSDOOR?

Employees in STEM fields are particularly active on LinkedIn, and much more so than their non-STEM counterparts – which means that if you’re looking for hard-to-find tech talent, a strong presence on LinkedIn and other professional networking sites is crucial.

YES

NO

7. DOES YOUR COMPANY HAVE FAMILY-FRIENDLY BENEFITS PROGRAMS?

The top reason green card holders seek U.S. employment is rooted in family (providing a better opportunity for my children; reunite with family; marriage).

YES

NO

8. ARE YOU INCREASING YOUR DEDICATION TO THE GLOBAL MOBILITY OF EMPLOYEES AT YOUR ORGANIZATION?

According to PwC, 89 percent of employers are.

YES

NO

9. DO YOU PROVIDE ROTATIONAL PROGRAMS SPECIFICALLY FOR MILLENNIALS SEEKING TRAVEL OPPORTUNITIES ABROAD?

PwC reports that 71 percent of millennials expect and want to do an overseas assignment during their career.

YES

NO

10. IS GLOBAL MOBILITY A TOP PRIORITY FOR HR?

According to EY, the London-based professional services firm, 65 percent of top-performing companies with global mobility strategies reported a positive impact on financial performance, new business growth and talent retention.

YES

NO



ONE TOE IN THE WATER

1-5 Yes Answers

Looks like you're just getting started. Immigration can be overwhelming, especially if you've never managed it before. You took our quiz, so that's a great start. Check out the resources at [EnvoyGlobal.com](https://www.EnvoyGlobal.com) to learn more about the different visa types that might be available to you, as well as how and why to create a strong global workforce program at your organization.

IMMIGRATION NEWBIE

6-7 Yes Answers

You're aware of some of the primary benefits of immigration and global mobility for your organization, yet you've only just begun working on building a global program that will allow you to think more strategically about talent acquisition, retention and mobility. Start progressing by formalizing and documenting your processes, then making sure key stakeholders at your organization know where your focus needs to shift.

GETTING GLOBAL

8-9 Yes Answers

You're almost there. You have many of the basics down — but your processes may not be solidified, and your global mobility strategy is not as robust as it could be. Start making progress in this area by getting leadership from other departments on board. Once they see that you can fill empty roles for their teams more quickly — and retain top talent by giving them the opportunity to travel internationally — they'll see the value in becoming world-ready.

WORLD-READY WARRIOR

10 Yes Answers

You're World-Ready!

Not only do you have established policies and processes in place for employees entering the United States, you are also deftly enabling global mobility at your organization, and recognizing how it can give HR a strategic seat at the table.



Are you ready to boost your retention rates, develop a robust talent acquisition strategy, and cultivate a workplace where your dedication to bringing in the best talent — no matter where in the world they're from — is a true pillar of your organization?

Sign up for your free world-readiness consultation and learn how to put your plans into action.



