Modernizing Employee Mobility

Human Capital Analytics: Employee Relocation/Workforce Mobility Impact on Talent Management

Evolving the Workforce Community of Interest
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Synopsis
The President’s Management Agenda: Modernizing Government for the 21St Century sets out a vision for a Federal workforce rivaling those of the most prestigious, productive, and effective global companies. Workforce mobility plays a key role in enabling agencies to achieve recruitment and deployment goals. To meet citizens’ expectations for the highest level of service, it is critical to have the right employees, in the right position, at the right time, and at the right location. This report focuses primarily on employee relocation while recognizing the broader definition and areas that encompass workforce mobility. Facing an environment disrupted by rapid market change, digital technology, and the changing expectations of the workforce, ACT-IAC studied the use of employee relocation as a strategic talent management tool.

This report provides:

- An analysis of private sector practices and data used to leverage mobility to support their talent management strategy.
- An analysis of Federal government employee relocation including the background and legal history, regulations, key organizations, and challenges unique to the government.
- A Workforce Mobility Analytics Maturity Model, designed for both public and private sector organizations, to examine their current level of maturity and develop a path forward including recommended steps and assessment tools.
- Recommendations to governing agencies including GSA, OPM, and OMB, and to government interagency groups to discuss and incorporate relevant actions.
American Council for Technology-Industry Advisory Council (ACT-IAC)

The American Council for Technology (ACT) is a non-profit educational organization established to create a more effective and innovative government. ACT-IAC provides a unique, objective, and trusted forum where government and industry executives are working together to improve public services and agency operations through the use of technology. ACT-IAC contributes to better communication between government and industry, collaborative and innovative problem solving, and a more professional and qualified workforce.

The information, conclusions, and recommendations contained in this publication were produced by volunteers from government and industry who share the ACT-IAC vision of a more effective and innovative government. ACT-IAC volunteers represent a wide diversity of organizations (public and private) and functions. These volunteers use the ACT-IAC collaborative process, refined over thirty years of experience, to produce outcomes that are consensus-based. The findings and recommendations contained in this report are based on consensus and do not represent the views of any particular individual or organization.

To maintain the objectivity and integrity of its collaborative process, ACT-IAC does not accept government funding.

ACT-IAC welcomes the participation of all public and private organizations committed to improving the delivery of public services through the effective and efficient use of IT. For additional information, visit the ACT-IAC website at www.actiac.org.

Evolving the Workforce Community of Interest

The mission of the Evolving the Workforce Community of Interest (COI) is to promote improvements to Federal human capital policy, practice, and operations. The COI fosters best practices through information exchange, identify and evaluate emerging human capital innovations, and address human capital challenges through government/industry partnerships.

Disclaimer

This document has been prepared to contribute to a more effective, efficient, and innovative government. The information contained in this report is the result of a collaborative process in which a number of individuals participated. This document does not – nor is it intended to – endorse or recommend any specific technology, product, or vendor. Moreover, the views expressed in this document do not necessarily represent the official views of the individuals and organizations that participated in its development. Every effort has been made to present accurate and reliable information in this report. However, ACT-IAC assumes no responsibility for consequences resulting from the use of the information herein.
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Introduction

The President’s Management Agenda: Modernizing Government for the 21st Century sets out a vision for a Federal workforce – rivaling those of the most prestigious, productive, and effective global companies – that is designed to efficiently, effectively, and accountably meet mission demands and public expectations.

To deliver on this vision and be positioned as an “employer of choice,” government agencies need to provide stimulating opportunities and challenging work that engages and retains key talent.

Workforce mobility plays a key role enabling agencies to achieve recruiting and deployment goals and help secure the right workforce. Workforce mobility includes the following:

- deploying and moving people to jobs (e.g., employee relocation),
- moving jobs to people (e.g., group moves, closing and/or opening new offices),
- moving people to jobs in other occupations (e.g., reskilling local talent), and
- virtual jobs (e.g., teleworking).

This report focuses primarily on the employee relocation aspect of workforce mobility while recognizing the broader definition and areas that encompass workforce mobility.

Facing an environment disrupted by rapid market change, digital technology, and the changing expectations of the workforce, ACT-IAC studied the use of employee relocation as a strategic talent management tool. Reviewing a wealth of academic and secondary research and discussing with forward-thinking organizations, the project team researched employee relocation practices and workforce analytics to provide recommendations for public and private organizations. The goal is to empower senior leaders to make more informed decisions about when and how employee relocation supports organizational requirements, while enhancing the employee experience. Ultimately, employee relocation should consistently translate to a more responsive workforce, increased return on investment, and improved mission delivery.

Fundamentally, the Federal government provides a range of specialized services that impact every American citizen and reach across the globe. The quality of services performed by the Federal workforce is directly affected by the competencies, expertise, and engagement of its employees. To meet citizens’ expectations for the highest level of service, it is critical to have the right employees, in the right position, at the right time, at the right location. Likewise, it is critical to ensure Federal employees are as productive as possible and actively engaged. The approximately 26,000 Federal civilian employees relocated annually are a vital part of the Federal civilian workforce and essential to achieving agency missions. Workforce mobility is critical to supporting Strategic Workforce Management described in the President’s Management Agenda. (See Figure 1)
As research found, the primary reasons private sector employers relocate employees are to fill a job with a needed skill that is unavailable locally; to broaden the skills of a valuable employee with new experiences, exposure to different groups and geography; to fill project and surge needs; and to fill leadership needs by bringing organizational culture and proprietary knowledge to new groups or developing leadership candidates as part of a succession plan. Employee-generated moves also are recognized and often supported. While employees may seek a relocation for a variety of personal reasons (e.g., career development, caring for an elderly parent, health concerns, schooling for special-needs children, or relocating with a spouse’s reassignment), employers often choose to relocate such employees to build the organization’s capability, increase their overall success, and establish themselves as an employer of choice.

In the government, the weak alignment between employee relocation and strategic talent management has been documented for many years. In 2004, a charter was filed in Congress to establish a Governmentwide Relocation Advisory Board (GRAB) to examine government relocation practices, benchmark private sector practices, and provide recommendations. The final report (published in 2005) focused on various themes with tactical recommendations. The General Services Administration (GSA) implemented recommendations where possible through regulation, but those requiring legislative action have not been made. Although many of the recommendations remain relevant, the workplace and workforce have changed over the past 15 years. With this review and report, it was determined that even more rapid change is ahead.

Theme 2 of the GRAB report, *Relocation’s Role in Developing and Retaining Human Capital*, provides a recommendation that the Office of Personnel Management (OPM), serving as the President’s advisor on human capital, facilitate discussions on the human capital implications of relocation policies within the Chief Human Capital Officer (CHCO) community. Although progress made to date to implement this recommendation has been limited, the GRAB report strongly supports employee relocation policy being more directly linked to human capital strategy. Accordingly, included in this
paper are recommendations for key government agencies and multi-agency councils and groups to explore employee relocation and workforce mobility as a human capital tool to support the President’s Management Agenda.

The Government Accountability Office (GAO) further emphasized the importance of understanding the role employee relocation plays in strategic talent management following its review of the Department of Veteran’s Affairs (VA) home sale assistance program. GAO recommended that VA track data to determine the impact of their employee relocation program, and specifically the assistance provided to employees to sell their former home, on employee recruitment and retention.

Data analytics holds great promise for fulfilling GAO’s recommendation. As noted by Bill Valdez, President of the Senior Executive Association in an article in GovExec, “Using predictive data analytics, agencies can tailor mobility programs to make them more flexible to account for generational and work preference characteristics.” This report provides specific recommendations for organizations to fulfill this promise.

How this Report is Organized

The paper begins with an overview of the research methods used to collect and organize the underlying information.

The paper includes findings from Federal program research, including the Background and History of Federal Government Employee Relocation, the Role of the General Services Administration, and key elements such as Taxes, Regulations, and Pilot Programs. Information is then provided on private sector relocation programs and practices, stakeholder communications, and the use of human capital analytics to evaluate relocation success. From private sector interactions, the report describes current practices for collecting human capital information useful to that evaluation.

Using that research, the project team developed a Workforce Mobility Analytics Maturity Model. This methodology enables employers, both Federal agencies and private sector organizations, to determine how they fit, whether at the Basic, Evolving, or Demonstrated Levels, as well as how they can consider improvements that will enable them to advance to higher maturity levels.

Finally, recommendations are offered for both the Federal government and other public and private organizations on how they can improve both management and evaluation of their workforce mobility programs. The report closes by describing how rapidly changing technology and data analytics methods pose both challenges and opportunities for increasing assessment of workforce mobility practices and organizational impacts.
Research Methodology

With appreciation to the distinguished experts from government, academia, trade organizations, industry, and ACT-IAC committee members, the project progressed through six phases to assemble this report.

The project team examined practices in the private sector by interviewing and obtaining input from eleven companies ranging in size from 19,000 to 450,000 employees, across a variety of industries including:

<table>
<thead>
<tr>
<th>Computer Technology, Hardware, Software &amp; Services</th>
<th>Energy</th>
<th>Medical Supplies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>Government Contracting</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Education</td>
<td>Hospitality</td>
<td>Pharmaceuticals</td>
</tr>
</tbody>
</table>

Members of the academic community and experts in human resources and workforce mobility were interviewed. The project team examined extensive written reports, webinars, and training courses on workforce mobility and analytics. The team met bi-weekly from March 2018 through March 2019 to synthesize the research and secondary information.

Research Findings

Research revealed that there are both qualitative and quantitative efforts that can improve workforce mobility, yet in the famous words of Peter Drucker, “If you can’t measure it, you can’t manage it.” As a result, this report focused on the role data analytics plays in making informed decisions. Also documented are a wide variety of practices identifying how policies, organizational culture, philosophy, talent management alignment, and internal mobility all have an impact on relocation effectiveness. The project team developed a deeper understanding of Federal employee relocation, examining the background, legal history, benefits offered to employees, regulatory framework, and tax impact to employees and agencies. The research revealed a variety of ways that organizations leverage mobility to be competitive, and how and what data they use to support their talent management goals.
Federal Government Employee Relocation

Background and Legal History

Providing relocation support to government employees can be traced to the early 20th century. In the mid-1960s relocation benefits were expanded to employees authorizing many of the expenses included today. Public Law 89-516\(^8\) allowed agencies to cover expenses associated with travel to the new location, travel to locate a new residence, temporary housing, sale of residence or settlement of an unexpired lease, purchase of a new residence, and a miscellaneous expense allowance.

In November 1983, Public Law 98-151\(^9\) resulted from a bill put forth by two members of Congress to better align the benefits to those in the private sector, including measures to offset the impact of the taxability of certain relocation benefits and the use of relocation services contractors. The arguments made in support of this bill emphasized the importance of employee relocation and its role in supporting the mission and effective operation of government.

Why Government Relocates Employees

Today, Federal agencies relocate employees to ensure the agency has the right person in the right position to perform work critical to support the agency’s mission. Some agencies, primarily law enforcement, have mobility agreements for certain positions; therefore, those employees expect relocation to be part of their career path. Federal worksites are located throughout the world with many in very remote locations. Not only is it difficult to hire locally due to required technical skillsets or specialized training, but locations may be less desirable and difficult for employees to live for extended periods of time. It may be particularly challenging for employees considering family needs.

In December 2015, an Executive Order required agencies with twenty or more Senior Executive Service (SES) members to develop and submit to OPM, a two-year plan to increase the number of SES members who are rotating in order to improve talent development, mission delivery, and collaboration.\(^10\) As described in a presentation during the Executive Rotations Roundtable in May 2018\(^11\), the goal to increase rotations is to create a core of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. These rotations provide an opportunity to cultivate such experiences and to improve talent development, mission delivery, and collaboration.

Each agency decides whether a position or job posting offers relocation benefits. Ideally, such decisions should be part of a broader talent management strategy. The Federal Travel Regulation\(^12\) requires the agency to determine when relocating an employee is in the best interest of the government. If relocation benefits will be offered for the position, this information must be included in the job posting or vacancy announcement. It must be offered based on the needs of the government and not a variable benefit depending on the needs of the individual. The “best interest of
the government” is loosely defined with very little guidance on how a determination to relocate an employee is made and should be justified. Applying human capital analytics will allow agencies to make more informed decisions.

Although this paper primarily focuses on Federal civilian agency employee relocation and the benefits defined in the Federal Travel Regulation, the Department of Defense (DoD) also manages an extensive program using employee relocation as a method to support its mission. Relocation of uniformed personnel and DoD civilians is governed by the Joint Travel Regulations. The Per Diem, Travel, and Transportation Allowance Committee (PDTATAC), also known as the Per Diem Committee, has oversight of the JTR. Defense Travel Management Office (DTMO) serves as the administrative staff for the Per Diem Committee, managing the regulation development and approval process for the JTR. Each military branch and component of DoD has its own process to administer employee relocation counseling and services. However, household goods shipping services are coordinated centrally through DoD's US Transportation Command. For civilian DoD employees who are authorized to receive homesale assistance, Army Corps of Engineers manages the homesale assistance via the Defense National Relocation Program.

**General Services Administration’s (GSA’s) Role in Employee Relocation**

**GSA’s Office of Government-wide Policy**

GSA’s Travel, Relocation, Mail, and Transportation Policy Division resides in the Office of Asset and Transportation Management within the Office of Government-wide Policy (OGP) and plays a critical role in Federal civilian employee relocation with responsibility for the Federal Travel Regulation, which defines employee relocation entitlements and benefits. OGP is responsible for acquiring data for the Travel Reporting Information Profile (TRIP) mandated in the Modernizing Government Travel Act\(^\text{13}\), which became law on May 16, 2017. Agencies are required to report summarized total relocation expenditures to GSA on an annual basis, adhering to defined data element and submission requirements\(^\text{14}\). This information must be made available to the public and reported to Congress. OGP also oversees agency pilot programs described later in this section.

**GSA’s Federal Acquisition Service**

Within GSA’s Federal Acquisition Service Office of Travel, Employee Relocation and Transportation, the Employee Relocation Resource Center (ERRC) is responsible for establishing and maintaining the procurement vehicles used by the majority of federal agencies to buy employee relocation services. Following the housing and lending market crash over a decade ago, ERRC pulled together agencies and industry to ensure relocation programs remained viable despite market shift. Through GSA’s coordination, the Federal relocation community has emerged as a cohesive community of practice with active participation of both the agency and supplier communities. Additionally, the Office of
Management and Budget (OMB) assigned the role of Government-wide Category Manager (GWCM) for the Travel Category to the Director of the Office of Travel, Employee Relocation and Transportation. The Travel Category GWCM has responsibility to compile and report to OMB on government-wide spend for employee relocation as part of the Travel Category. Additionally, in 2017, ERRC’s home sale services contract vehicle earned OMB’s Best in Class designation, having met rigorous category management performance criteria as defined by OMB.

**Taxability of Employee Relocation Benefits**

Relocation reimbursements and direct payments to others for relocation are taxable income to the relocating employee. Prior to January 2018, some moving expenses were deductible and excludable from Federal and state income taxes. However, with changes to the Federal tax laws effective January 2018, previously deductible expenses, such as reimbursements for moving employees’ household goods and personal belongings, became taxable.

Hit hardest by the tax laws changes are new hires to the government, employees returning from an overseas assignment who are separating from the government, senior executives’ last move home upon separation, and assignments under the Government Employees Training Act (GETA). These individuals are not eligible for the tax assistance provided to transferring Federal employees. This tax impact will likely have a significant effect on the government’s ability to recruit new talent. As one example, Federal law enforcement hires new recruits and trains them, then places employees in critical locations based on needs. When the government moves them, the employee’s taxable income increases because of the move costs and the employee is then responsible for all associated taxes.

For transferring employees who receive tax assistance, this issue is still complex and has negative impacts on both the agency and employee. Calculations of tax assistance are extraordinarily complicated and administratively challenging. The methodology spans numerous pages in the regulations. Essentially, government agencies spend tremendous time, resources, and budgetary dollars paying the government back for the tax due on this “income.” Despite this tax assistance, which is also considered taxable income, the transferring employee remains responsible for a portion of those taxes and may be impacted by lost tax credits due to elevated gross income. In contrast, military moves for uniformed personnel are completely exempt from this taxability.

**Federal Travel Regulation**

Relocation benefits are defined in Chapter 302 of GSA’s Federal Travel Regulation (FTR). Agencies covered by Title 5 of the United States Code, which make up the majority of the civilian government, are required to conform to the regulations. Agencies not covered by Title 5 have legislative authority to create other entitlements.
The regulations address the benefits by employee type (e.g., new employee or transferring employee) and by type of move (e.g., within the US or to/between international locations.) The regulations define what must be offered, called entitlements, as well as what an agency may offer, called discretionary benefits, when establishing their employee relocation policy. Agencies may not use the regulations as their employee relocation policy, but need to adopt its requirements and parameters when creating their own employee relocation policy. As an example, the following table shows the required entitlements and the optional and permitted agency-specific discretionary benefits for moves within the Continental US for current Federal employees transferring within an agency or across government and for newly hired employees.

<table>
<thead>
<tr>
<th>Moves within the Continental United States</th>
<th>Existing Employee</th>
<th>New Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entitlements</td>
<td>• Transportation and per diem for employee and immediate family</td>
<td>• Transportation for employee and immediate family and per diem for employee only</td>
</tr>
<tr>
<td></td>
<td>• Transportation and storage of household goods (extended storage under certain circumstances)</td>
<td>• Transportation and storage of household goods (extended storage under certain circumstances is a discretionary benefit)</td>
</tr>
<tr>
<td></td>
<td>• Miscellaneous expense allowance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reimbursement of certain home sale and home purchase expenses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Tax gross up (in form of Withholding Tax Allowance and Relocation Income Tax Allowance)</td>
<td></td>
</tr>
<tr>
<td>Discretionary Benefits</td>
<td>• Home sale assistance using services provided by a relocation services company</td>
<td>• Shipment of vehicle(s)</td>
</tr>
<tr>
<td></td>
<td>• Home marketing incentive payment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Property management services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Househunting – actual or lump sum method</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Temporary housing – actual or lump sum method</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Shipment of vehicle(s)</td>
<td></td>
</tr>
</tbody>
</table>

The regulations provide specifics on the minimums, maximums, calculations, and guidance related to each allowable item. For more information and further breakdown by employee type and type of move, the FTR Entitlements vs Discretionary Benefits is a resource available on the Acquisition Gateway and the Federal Travel Regulation Chapter 302 Relocation Allowances publication is available on the GSA website. The regulations allow for flexibility with the discretionary category of benefits, however, this should not be confused with the flexible approach being adopted in the private sector.
Authority and Use of Pilot Programs

The government has the opportunity to test new and innovative methods of reimbursing relocation expenses through the use of Relocation Expense Test Programs\textsuperscript{17}. As described in the regulations, the GSA Administrator may authorize an agency to conduct tests when the GSA Administrator determines tests to be in the interest of the government. A maximum of twelve test programs may be in place at one time; the purpose is to pilot an alternative method to determine the efficiency, cost effectiveness, and viability of this method. Reports to GSA are required to include quantitative or qualitative assessments, or both, clearly evaluating the results of the test program and enumerating benefits and costs.

Private Sector Practices and Programs

Why Companies Relocate Employees

The most progressive private sector organizations understand that all moves are not alike and differentiate among different types of moves with a high degree of precision. While each organization’s reasons for relocating employees will reflect its own business model and culture, some frequently cited reasons include:

- Filling a job with a needed skill that is unavailable locally
- Developing the skills of a valuable employee with new experiences, exposure to different client groups, geography
- Filling project/surge needs
- Filling leadership gaps, bringing organizational culture/proprietary knowledge to new groups or developing leadership candidates as part of a succession plan
- Permitting moves that address employee-specific needs, such as career development, caring for an elderly parent, health concerns, schooling for special-needs children, etc.

The flexibility and multiple policies reflect the attempts of corporations to price different types of relocations in ways that are seen by employees as fair (meeting "reasonable" needs) while controlling cost to the organization. The challenge is that, while there are undoubtedly some similarities among private and public sector organizations (developing C-Suite or SES personnel, surges to meet project deadlines in the private sector or disaster-response in the public sector), there undoubtedly are also differences due to the very different missions of private and public sector organizations. And the government’s personnel system applies Merit Systems principles to ensure equity of treatment for all employees (interpreted through consistency of treatment). The private sector does not operate within this specific constraint and has enhanced flexibility to address business needs.
Policy Types and Benefits Offered

There is a wide variety of policies being implemented today and most companies use three or more policy tiers (different policies for different employment categories). Policy tiers may reflect different job/grade level and position/job title. A growing trend is offering more flexible relocation programs. Often, they provide a set of core (e.g., final move including travel to the new location, moving household goods) benefits with flexible or cafeteria options that either the manager or employee can offer or select. Although similar to the entitlement and discretionary benefits found in the government, these private sector programs will be more precisely tailored, differentiating benefits based on “tier” or level.

Some companies (typically with a strong employee value proposition/brand) are offering a lump sum amount to help cover the costs that the employee incurs during a move. Another emerging practice is offering minimal benefits to employees who “volunteer” or request a transfer. This practice recognizes the concept of employee relocation as being a personal benefit to the employee, based less on business needs. This practice may also accommodate the rising “wave of new workers wanting to work where they live.” Rotations and assignments are typically used in career development roles and may or may not involve a physical relocation. To respond to the accelerating pace of business and rising reluctance of employee willingness to move, the companies interviewed reported increasing use of temporary assignments in lieu of long-term, permanent moves and also including offers for virtual, telework, and commuter assignment opportunities.

What is Measured and Access to Data

The majority of companies interviewed track and measure the costs associated with employee relocation both by the types of services and benefits used, as well as the total cost of the relocation. Some companies also identified specific human capital data they capture and measure (e.g., time to hire, turnover, etc.), also noting their interest in expanding these metrics in the future. A common theme among companies interviewed was a plan to transfer to a new Human Resource Information System (HRIS) which would move them in a positive direction with greater access to more detailed quality HR data. Even organizations with robust HRIS and measurement strategies acknowledged the desire to collect more data and do more analyses. Finally, a small number of companies utilize their existing HRIS to capture employee interest in relocating, noting that they felt this was a good predictor of successful outcomes of relocation.

The majority of companies interviewed rely upon qualitative data via surveys to evaluate employees’ perceptions and satisfaction with the services they received. Often those surveys are performed by the relocation service providers who initiate the survey and report aggregated results to the company. Some companies also conduct surveys at various points in the move process. One company
evaluated their efforts by conducting interviews with relocated employees to gain insight and recommendations to improve the mobility program.

The human capital data and metrics examined by a few companies included turnover, time to hire, leave taken before, during, and after the move, and employee engagement. One finding unique to the private sector was that some companies quantify (or are considering how to quantify) the financial impact (e.g., increase in sales or revenue) of the relocated employee if their performance can be directly tied to revenue. Similarly, companies also attempt to quantify the cost to hire locally versus cost of relocation, although this appears to be difficult to measure. From an individual development perspective, a small number of companies examine how long an employee remains in a new position and their career progression by looking not only at promotion rates but also at lateral and developmental moves. Some are doing advanced statistical modeling to isolate the effects of mobility on retention, promotion, and performance.¹⁸

An increasing trend in the private sector is to survey the hiring manager about their willingness to rehire the employee who has been relocated. One company implemented a hiring manager survey asking for feedback at two different times (pre- and post-move) whereas another company conducts their hiring manager surveys on a quarterly basis, thereby eliminating multiple surveys for their hiring managers. One company highlighted a key issue which tends to be overlooked: What impact is there when a job offering does not include relocation? In other words, using universal metrics that account for individual differences in hiring practices and job announcements. To this end, the use of surveys may be a way to also assess what transpires when relocation does not take place. Similarly, annual engagement surveys are a common practice in the private sector and seen as a method for understanding the impact of relocation on employee’s engagement and morale.

One company has a “work where you live” environment that offers geographic flexibility for employees and typically does not need to relocate employees. However, they closely track mobility to examine how long employees are in a particular role, trends and patterns of skills needed, where employees go next, and how it translates to the next job.

**Stakeholders and Communication**

Typically, although human resources action officers have responsibility for workforce mobility, the majority of companies report a lack of connection between those offices and their overall talent management strategy. A small percentage of companies have a dotted line to the talent management office and an even smaller percentage have direct access keeping talent management apprised through use of data and reports.

Companies stressed the critical importance of identifying stakeholders and then ensuring communication is timely and appropriate for the audience. The project team interviews identified a
wide variety of stakeholders, including senior human resource executives, hiring managers, recruiters, finance leaders, compensation and benefits experts, and heads of business lines or units. Companies consistently shared the importance of using simple dashboards that tell a story. One company noted that its relocation managers attend their annual talent acquisition meeting.

A small number of companies have consistent reporting that is provided to pre-determined stakeholders (e.g., human resource executives) on a routine basis. Quarterly (or in some cases annual) reporting was common. Companies who report the ability to tell a story through their reports and dashboards appeared to have greater success creating leadership interest and support for the relocation program.

**Workforce Mobility Analytics Maturity Model**

**Levels of Maturity**

Even with tremendous strides in Big Data, the level of sophistication in people analytics varies greatly, and very few organizations are using advanced analytics to manage mobility. At the Basic level of the maturity curve are organizations that focus on the tactical management of the mobile workforce -- including managing, organizing, and evaluating the physical relocation of employees. On the other end of the curve (“Demonstrated Maturity”) are organizations that align the strategic value of relocation to the organization’s mission or business requirements, and in how they manage the mobile workforce. (See Figure 2)

<table>
<thead>
<tr>
<th>Basic</th>
<th>Evolving Maturing</th>
<th>Demonstrated Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reactionary</td>
<td>• Nimble</td>
<td>• Uses Predictive Analytics to inform workforce mobility decisions</td>
</tr>
<tr>
<td>• Expensive</td>
<td>• Implementing talent segmentation strategies</td>
<td>• Highly personalized relocation support systems</td>
</tr>
<tr>
<td>• One size fits all</td>
<td>• Mining data from multiple systems</td>
<td>• Cost effective</td>
</tr>
<tr>
<td>• Slow</td>
<td>• Providing regular reporting and analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Linking talent mobility to mission results</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 2: Organizational Maturity Curve*
Basic

Organizations at the Basic stage focus on metrics associated with cost, service, or compliance. Often, even global organizations with hundreds of mobile employees report they measure the effectiveness of their programs solely through cost and satisfaction metrics. These organizations find it difficult to pull data from various service providers and systems operating in silos across the organization. While it is important to measure costs, no two relocations are ever alike and using just cost and satisfaction metrics make it difficult to use this data to make fact-based future decisions.

Evolving Maturity

Many companies fall into the Evolving Maturity section of the maturity curve and have identified a link between talent management and the mobile workforce. They are tracking metrics, measuring spend, educating business leaders, and providing routine reports that help the business “learn” from their decisions. Typically these programs offer a wide variety of policies. They embrace talent segmentation strategies and tiered benefits that reflect the relative value of each, to the business and the employee. They recognize the impact of mobility on families (school, dual careers, extended family/care giving). They tend to provide holistic services and benefits. If they offer lump sums to cover relocation expense, they are apt to use them for specific benefits that facilitate flexibility versus lump sums to cover all expenses that create a heavy burden on employees. Beyond costs and service satisfaction, these more mature organizations also track retention, career progression, and performance results aligned to relocation objectives.

Demonstrated Maturity

Organizations in the Demonstrated Maturity category are not only tracking descriptive analytics and exploring the link between relocation and talent metrics but are also looking at predictive analytics to inform better selection and deployment decisions.

Employee mobility within these organizations is considered an essential part

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According to Haig Nalbantian, an HR industry veteran and senior partner at HR management consultant Mercer where he co-leads the Workforce Sciences Institute, “Mobile Workforce Analytics is where HR and Big Data was 10-15 years ago; as a discipline it is just beginning to emerge as a business imperative. It is time for them to dramatically up their game.”

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of an overarching workforce strategy and plan. They have keen insights into the supply and demand for talent. Relocation tends to be very “purposeful” with developmental and business goals established before a relocation, enabling post-relocation evaluation. Often candidates are identified through a formal talent review process and earmarked for mobile assignments to enrich their career development. They also segment their workforce to identify the relative value of transferring to the employee’s career and the organization’s goals. (See figure 3). They are implementing the best practices that fit their organization, can demonstrate a return on investment and provide analytic insights that help the business develop leaders, fill talent gaps, and engage and retain their talent.

Applying the Maturity Model

The table below examines the attributes and characteristics of organizations across this “maturity curve” and provides insights into current practices and advice on best practices for quickening the journey along it. Government agencies and private sector organizations can examine and evaluate their success for each attribute, determine where they stand with respect to their overall Level of Maturity, and develop action steps to improve and move towards a higher maturity level, as they operate their relocation programs and grow in their application of talent management analytics.

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Basic</th>
<th>Evolving Maturity</th>
<th>Demonstrated Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>Short-term oriented; Poorly aligned to a mission.</td>
<td>Collaborative; Highly engaged and mission-driven.</td>
<td>Purpose driven; Highly engaged mission-focused &amp; competing as an employer of choice.</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Moving employees is expensive and should be used sparingly; Limiting cost matters most.</td>
<td>Moving employees is a strategic enabler of meeting business needs.</td>
<td>Moving employees is a strategic enabler of talent management.</td>
</tr>
<tr>
<td>Policy</td>
<td>Controlled by Regulations; Limited flexibility; Typically inadequate financial support (e.g., tax liabilities); Lump sums are self-managed with limited digital support.</td>
<td>Variety of policies that are typically tiered by salary band or level; Some aligned to talent segments (e.g., high potentials, leadership roles).</td>
<td>Core/flex aligned by talent segment (e.g., volunteers vs. strategic high potentials); Digitalization combined with personalized support and cost reimbursement/management; Agile implementation of new policies often “ground breaking” (e.g., menu options, co-pay, online learning).</td>
</tr>
<tr>
<td>Attributes</td>
<td>Basic</td>
<td>Evolving Maturity</td>
<td>Demonstrated Maturity</td>
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<tr>
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</tr>
<tr>
<td><strong>Nature of Workforce Mobility</strong></td>
<td>Reactive – focused on filling talent gaps; Poor planning results in retention issues.</td>
<td>Some deliberate talent mobility (supporting talent gaps, skills development) but often reactionary to meet critical business needs; Lack of insight into labor demand limits strategic talent mobility.</td>
<td>Keen insights into the labor market and how mobility supports the workforce plan. Workforce mobility aligned with talent management goals and focused on strategic human capital management.</td>
</tr>
<tr>
<td><strong>Utilization of Internal Mobility</strong></td>
<td>Poor visibility into available opportunities.</td>
<td>Narrow insight into open opportunities; Division/business unit awareness of internal labor market.</td>
<td>A transparent Talent Marketplace empowering participation in internal labor market with rich experience/exposure that leads to higher engagement, rewarding career growth, and maximum impact.</td>
</tr>
</tbody>
</table>
| **Utilization of Data and Analytics** | Anecdotal/Metrics  
Basic data with limited visibility into total costs/investment caused by lack of data integrity, operating and reporting silos; Data is measured and reported generically at a single point in time with limited trending information; Decisions based on experience, anecdotal evidence or intuition. | Descriptive Analytics  
Data indicating what has or is happening (e.g., counts, rates, volume, costs, demographics); Routine reports are shared with stakeholders; Analysis reveals key insights into how mobility is supporting the talent agenda (e.g., attrition, career progression, goal achievement). | Predictive Analytics  
Data that provides insights into cause and effect relationships and insights into the why things happen (e.g., why turnover increases after relocation); Future events are forecasted using established relationships between metrics or data and typically involves advanced statistical modeling. |

**Demonstrated Maturity Profile**

**Interview with Kerwin Guillermo, Head of Global Mobility, Hewlett Packard Enterprises (HPE)**

An expat himself, Kerwin relocated from Manila to Singapore and currently serves on the Worldwide ERC® Board of Directors, a trade association for talent management and global mobility knowledge. Under Kerwin’s leadership, HPE’s mobility program embraced many best practices exemplified in “Demonstrated Maturity” level. Here, he shares strategies he advocates to bring a more analytic approach to workforce mobility.

**Q. In the highly competitive tech industry, what role does workforce mobility play?**

A. Within the high tech industry and quite frankly every organization, workforce mobility programs play a vital role in helping organizations attract in-demand talent. Relocation can help the business...
fill talent gaps, fulfill specific client projects, and accelerate leadership development efforts, but it also positions us as an employer of choice offering exciting and rewarding assignments around the world.

Q. How do you meet the needs of such a wide variety of employees in the workforce today?

A. We support a very diverse population and a “one-size fits all” policy is not flexible enough to meet the needs of the business or employees. As a result, our program has core components that ensure compliance and menu features that allow us to adjust the benefits by talent segment (i.e., high potential employees versus strategic leaders). Mobility provides guidance on the ideal package configurations based on the purpose and intent of the move, ensuring the business delivers a competitive offer. Ultimately, packages reflect the relative value the assignment or transfer presents to the employee, the business, and the organization.

Q. Can you describe any methods you are using to improve the employee experience?

A. Mobility recently introduced a performance award specifically for employees assigned or transferred abroad. Structured to encourage early goal achievement and optimize assignment productivity, the award is prorated based on the employee’s performance level and is paid at certain intervals to foster retention. This ties the experience to performance. Mobility’s next initiative is to further enhance the employee experience and highlight international experience as a means of career progression and personal development.

Q. How can organizations ensure their programs are competitive and cost effective?

A. Capturing total costs can be a challenge but once you understand total costs, you can assess how effectively the program is meeting the needs of the company/agency. For instance, we routinely compare the expense of relocating existing employees versus filling positions with external new hires. With this analysis we can demonstrate that it is often less expensive and more cost effective to relocate an internal candidate than it is to leave a position unfilled; jeopardizing client projects, talent development and company growth opportunities. Looking closely at and collecting data in this area has helped improve the talent pipeline and shorten the talent acquisition process.

Q. What “analytics” do you think are most effective in demonstrating the ROI to the business?

A. It is important to look at metrics that matter most to the business. For instance, they want to know how mobility can support their recruiting objectives or accelerate revenue. As a result, we compare the cost of leaving positions unfilled (aging open requisitions) to the speed of filling the position with an internal candidate and the requisite costs of relocating them. We also look at cost to hire (sourcing, headhunter fees), revenue lost versus relocation or assignment costs. Lastly we look at the quality of the hire and how many offers are declined (and why). Then we pick our spots to tell the narrative/business case about how talent mobility can save money, generate revenue more
quickly, decrease the time to onboard, and improve the quality of the hire while building stability and promoting a progressive corporate culture.

Q. **What advice would you have for someone just starting to look at mobile workforce analytics?**

A. It is a journey and incumbent on the practitioner to understand the business (or agency mission) first. You need to know what is most important from their point of view. Fundamentally, the journey consists of 3 elements:

- **‘What’** is all about building the hypotheses, narratives, and answering the ‘so what’ question. For instance, if we can document how much it costs to relocate someone what will the business be able to do with this information?
- **‘How’** allows us to figure out how we build data sources, what data comes from the HRIS system vs. payroll vs. relocation management company. Most importantly,
- **‘Why’** might be “to ensure the highest quality of service delivery” or to drive better business outcomes. Personally, I think understanding and more importantly starting with ‘why’ determines the horizon towards which we may steer our journey.

**How to Begin: Determining Your Position on the Maturity Model**

The research identified three primary sources of data: 1) Human Resource Information Systems (HRIS); 2) relocation management systems; and 3) surveys. Data gathered from all three sources, when combined and analyzed as a whole, enable an organization to advance on the maturity curve and make informed, strategic decisions.

**Human Resource Information System (HRIS)**

*Data Source*

An organization’s HRIS is an important and integral technology tool to collect, track, and even analyze the data needed to understand the workforce and gain a talent advantage. It is not uncommon for organizations to have several HRISs that perform specific purposes, such as training, performance management, and payroll. These HRIS tools often provide data into an even broader Human Resource Management System (HRMS) for integrated talent management. As technology advances, these tools are becoming increasingly sophisticated, user-friendly, and include the ability to query data and/or create custom reports.

The OPM provides Federal governance processes related to federal records and personnel data management standards. Since Federal agencies are responsible for regularly submitting their personnel data files to OPM for upload into its Enterprise Human Resources Integration (EHRI) data repository, OPM publishes and maintains a [Guide to Data Standards](#) that provides standardized
definitions and characteristics for Federal civilian employment data elements, the majority of which should be available via an agency's HRIS.

Given the availability of data and information that can be collected from a HRIS (or HRMS), the first questions an organization should consider are: 1) whether their HRIS can provide the data it needs and 2) whether the data is reliable. To this end, Appendix A provides organizations with a diagnostic tool to assess the availability of data elements relevant to measuring the effectiveness of their workforce mobility initiatives.

**Metrics**

Gathering data is the first step to understand the workforce. Once data sources and elements have been identified, this information can be transformed into metrics to better understand possible differences in the mobile workforce. Example metrics include Time to Hire, Promotion Rate, and Turnover Rate. Each of these sample metrics can be used to compare different employee populations. For example, comparing the mobile population to the organization-wide Time to Hire metric might provide insights into potentially offering relocation benefits.

Other data elements to consider include Cost-per-Hire, Employee Performance Metrics (or Performance Reviews), Employee Engagement Survey Results, Time-to-Deploy talent, and Willingness to Relocate (which may be captured through a question such as “are you willing to relocate” within the system). See Appendix B for sample metrics that organizations can utilize to help evaluate the effectiveness and efficiency of their workforce mobility initiatives.

**Relocation Management Systems**

**Data Source**

Relocation management systems capture comprehensive data essential for program cost and performance analysis. Some organizations have built their own internal systems while others have purchased relocation management technology, which is often customized to meet specific needs. Most of the companies interviewed access data through their relocation service provider’s relocation management system with these requirements being an important consideration in selecting a service provider.

The Federal Travel Regulation reinforces the importance of a relocation management system, specifically noting in §302-1.101 that: “Agencies should work toward unifying all aspects of relocation into a comprehensive, automated relocation management system.”

Because of the taxability of relocation expense reimbursements and payments, disparate systems with one paying vendors, potentially another reimbursing employees, and yet another paying the relocation tax assistance and issuing W2s, the picture may be very incomplete and total cost for an
individual move difficult to calculate. A comprehensive system that tracks specific benefits provides a wealth of information that can translate into opportunities for cost savings and improvements in program performance. See Appendix C for a tool to assess the availability of data elements used to calculate the cost and analyze the impact of benefit usage.

**Metrics**

For government agencies to truly assess the discretionary benefits and their relative value, organizations need to quantify individual benefit usage and cost data to make informed decisions. For example, the number of days of temporary housing and associated cost as well as days an employee’s belongings need to be stored can indicate inefficiency in the process and timeline. Home sale programs can tighten the timeline for a move allowing an employee to obtain equity from their former home as soon as a bona fide buyer’s offer has been accepted, whereas the employee closing on their own and requesting reimbursement means the employee must finalize the sale with a buyer before accessing their equity.

**Surveys**

**Data Source**

Surveys provide opportunities to gather feedback from relocated employees and their families. Most service providers, such as relocation management companies, mortgage lenders, realtors or rental agents, household goods transportation providers, etc., will survey employee/family members to ascertain their satisfaction with the timeliness and effectiveness of the service provided. While there are a wide variety of surveys administered at different times throughout the relocation or post relocation, they can provide actionable insights into the employee experience and are an important metric to determine the value of the services provided. Unfortunately, there are often multiple and uncoordinated efforts to solicit feedback which can lead to survey fatigue. Today, more providers are incorporating sensory analysis that allows the employee to indicate their level of satisfaction during the move allowing the provider to rectify problem areas.

**Metrics**

Analyzing feedback collected from surveys and understanding its value, are important to ensure the information gathered is used. Hiring manager surveys are an emerging trend as they provide insight into the impact of relocating on the performance and engagement of the employee. Surveys should be compiled and analyzed to provide a more complete picture of program effectiveness. The analysis may combine both objective data (e.g., how long did it take to sell the home) and subjective (e.g., were you satisfied with the process of selling your home.)
Recommendations

The following recommendations provide a path forward for the Federal government to better position itself as an “employer of choice” and, for other public and private sector employers, to assess current use of employee relocation as a talent management strategy and develop a plan to enhance its contribution to the mission.

Federal Government

To fully support the President’s Management Agenda, employee relocation and workforce mobility must be part of a broader human capital talent management strategy. As highlighted in this report, GSA plays a critical role providing policy oversight and serving as category manager, and OPM provides oversight and guidance on employee benefits. Each of these organizations play an important role.

Recommendations include:

- **Interagency groups need to discuss these findings and incorporate relevant actions into their PMA action planning for 2019-2020.** In addition to the Senior Travel Official Council (STOC) where relocation is consistently addressed as a critical topic, discussion should also take place among the Chief Human Capital Officers Council (CHCO), the Multi-Agency Executive Strategy Committee (MAESC), and the Multi-Agency Policy Advisory Council (MPAC).

- **OPM should add a demographic item to the Federal Employee Viewpoint Survey to identify employees who have relocated in the previous year, and thereby evaluate job satisfaction and related job attitudes compared to non-relocated employees.** As this report highlights, survey data provides valuable insight into the effectiveness of employee relocation and workforce mobility by assessing the employee’s experience, their engagement, and the hiring manager’s satisfaction. The government has incredible opportunity to gather data by incorporating relocation-specific questions into its current widely used survey mechanisms. OPM can also consider including relocation items on the CHCO Hiring Process Satisfaction Survey, CHCO 6 Month Management Hiring Satisfaction Survey, OPM Applicant Abandoner Survey, and OPM Applicant Completer Survey.

- **Governing agencies, such as GSA, OMB, and OPM, should determine what actions they could take to assist agencies in increasing their relocation program maturity, by analyzing current regulations and program guidance according to the maturity levels.** After determining which elements of the maturity model align with governmental requirements,
these agencies can then determine potential changes to their policies, regulations, and program guidance that will equip agencies to improve employee relocation management.

- **Federal agencies that conduct employee relocation should evaluate how they can advance their operations to improve their maturity on the Mobility Analytics Maturity Model.** The model presented in this paper can serve agencies to increase information and knowledge about the effectiveness of the mobility programs they operate.

**Public and Private Sector Employers**

Steps 1 through 5 provide an agency or private sector employer a method for assessing their organization’s current use of employee relocation to support its talent management strategy.

- Step 1: Determine if there is a documented strategy for how the organization currently uses employee relocation and how the decisions to relocate employees are made
- Step 2: Identify stakeholders
- Step 3: Identify available data sources (See Appendix A: HRIS Data Assessment Tool, Appendix B: HRIS Metrics, and Appendix C: Relocation Data Assessment Tool)
- Step 4: Assess organization’s current level of maturity (See Appendix D: Workforce Mobility Analytics - Levels of Maturity Assessment Tool)
- Step 5: Develop plan to move the organization forward on the maturity curve

**Future State**

Ninety percent of the world’s data has been created in the last two years, which is more data than created in the entire history of the human race. According to IBM however, most of it cannot be used by organizations. Rapidly advancing technology is making it easier to combine, analyze, and visualize workforce data, allowing organizations to glean meaningful insights and deliver favorable outcomes as it relates to their mobile workforce. Data visualization and natural language tools (like Watson’s Discovery) will help identify patterns and trends in survey responses, while providing insights that drive better decision-making. Lastly, sensory analysis during the relocation will provide great opportunities to improve the employee experience and enhance productivity.

The future of mobility will include more personalized experiences for employees with benefits customized to the unique needs of the employee and family. Personalizing the ‘moments that matter’ on the employee journey is a radical shift from the ‘one size fits all’ HR programs of the past. The use of flexible programs will enhance productivity, ensure more effective recruiting, higher engagement levels and help develop critical skills. As one of the most stressful events in an employee’s life, it is vital to consider the impact on the employee and family wellness, and more
flexible policies are likely to enhance the employee experience. During a discussion with Dr. Maria Malayter, professor in the Chicago School of Professional Psychology, she reinforced the importance of overall employee wellness and its impact on employee satisfaction and engagement. Employers whose benefits and Employee Assistance Programs support overall wellness will ultimately experience more positive outcomes.

Flexible approaches will be a challenge for government agencies to adopt but it is abundantly clear that this is the future of mobility. Adapting to these changes will be required to support the President’s mandate to modernize government for the 21st Century. Simultaneously, these highly customized programs will make it more challenging to evaluate effectiveness while making data, metrics, and analytic insights more important to workforce planning, strategy, and performance.

There will be ways to get the necessary information. For instance, there is cutting-edge research being conducted by the renowned interdisciplinary faculty at Wharton People Analytics on the patterns and outcomes of employees’ mobility. By systematically capturing people data from multiple firms and employing sophisticated analytics techniques, they will be able to provide a richer understanding of the variety of career trajectories and approaches to talent management in today’s organizations as well as enable career decisions based on rigorous evidence rather than on tradition and intuition. Their research aims to leverage people analytics to help individuals and organizations successfully navigate the complex world of career progression.24

As relocations become more personally and professionally rewarding, employees will more willingly transfer. This will help ensure that agencies have highly engaged employees in the right jobs, in the right location, and that they are appropriately aligned to fulfill agency missions.

Conclusions

Organizational agility is increasingly important and, despite the rise in remote working, it is still imperative to have the right talent in the right locations to fulfill critical missions. This agility is vital to the 21st century workforce mandate. While tremendous strides are being made in Big Data and workforce analytics, most organizations find it a challenge to analyze HRIS data and thus derive meaningful analytics on the mobile workforce. As evidenced by the interviews conducted for this report, most companies are in the evolving maturity phase and few examples exist of organizations using predictive analytics to manage the mobile workforce. That said, research revealed practices that will help agencies administer more effective workforce mobility programs. Furthermore, when results of the Wharton25 study and other independent initiatives are documented, we will all learn how to optimally use employee relocation to achieve our goals.

Among the forward-looking organizations that are managing mobility strategically, these practices and analytics are allowing human resources to clearly see what is happening, predict what will
happen next, better serve the needs of employees, and help agencies ensure they have mission-ready mobile workforce.

Contributing Authors

This white paper was written by a consortium of government and industry. The organizational affiliations of these contributors are included for information purposes only. The views expressed in this document do not necessarily represent the official views of the individuals and organizations that participated in its development.

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- Matt Burns, Managing Director at Tullow International HR Consulting, for his unique perspective to look at this topic through the lens of both government agencies and private sector companies.
Definitions

Analytics – The method organizations use to collect and rigorously examine data for decision-making purposes. Decisions based on experience, anecdotal evidence or intuition are not considered analytical decisions.

Big Data – High volume, often disparate data points from a wide variety of sources that require new forms of analysis and statistical modeling to improve insights, uncover cause and effect relationships and inform more effective decision making.

Data Analysis – Metrics are accompanied by additional context, including anything from trending over time to basic statistics.

Descriptive Analytics – Data indicating what has or is happening—counts, rates, volume, costs, demographics (age, tenure, gender).

Federal Travel Regulation – Federal civilian employees and others authorized to travel at the government’s expense must follow the policies defined in the Federal Travel Regulation (FTR) which limit the expense by type.


Gross Up – A calculated amount added to an employee’s reportable wages which offsets the impact of taxes on a specific payment or reimbursement made as part of a relocation or assignment.

Metrics – Data is measured and reported generically at a single point in time (no trending over time or difference between segments).

Permanent Change of Station – An assignment of a new appointee to an official station or the transfer of a relocating employee from one official station to another on a permanent basis.

Predictive Analytics – Data that provides insights into cause and effect relationships and insights into the why things happen. Future events are forecasted using established relationships between metrics or data. This typically involves advanced statistical modeling.

Talent Segmentation – The practice of segmenting talent and policy to reflect the developmental value of the move/assignment to the employee and the corresponding benefit/value to the organization.

Workforce Mobility – The practice of deploying and moving people to jobs (employee relocation), jobs to people (i.e., group moves, opening new offices), moving people across occupations, moving people across countries, moving unemployed to employed, and virtual mobility.
Appendix A

Human Resource Information System (HRIS) Data Assessment Tool. Use this checklist as a guide to understand the type(s) of human capital data your organization collects, identify the system(s) in which the data reside, and approximate level of confidence in data quality.

In the example below, an organization identified “HR System ABC” as a source for information related to employee performance ratings. The organization also recognizes that their performance processes are not consistent and, as a result, the inherent data quality is “Medium.”

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Access to Data (Yes/No)</th>
<th>Source</th>
<th>Confidence in Quality (Low, Med, High)</th>
</tr>
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<tbody>
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<td>EXAMPLE</td>
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<tr>
<td>Performance Ratings</td>
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<td>Budget for Recruitment / Outreach</td>
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<td>Actual Costs for Recruitment / Outreach</td>
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</tr>
<tr>
<td>Results of Internal Talent Assessment(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Willingness to Relocate</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix B

**Human Resource Information System (HRIS) Metrics.** Use the metrics below to measure – and evaluate – the effectiveness and efficiency of your organization’s workforce mobility initiatives by comparing the mobile (or mobile-ready) workforce to the non-mobile workforce.¹

For example, organizations can calculate “Cost per Hire” both for their mobile and non-mobile employees to measure and evaluate one aspect of their recruitment efforts.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Hire</td>
<td>The Society for Human Resource Management (SHRM) developed a standard for measuring cost per hire. This will help drive the evaluation of recruitment activities. It can also help yield cost ratios to determine if the recruitment strategies are useful.</td>
<td>Cost per Hire = (the sum of external costs + the sum of internal costs) ÷ the total number of hires in a time period</td>
</tr>
<tr>
<td>Time to Fill (also known as Time to Hire)</td>
<td>This metric shows how efficient the recruitment process is, from job requisition (or requirement) to job acceptance. Comparing the mobile population to organization-wide time to fill will demonstrate how important it is to offer to relocation benefits.</td>
<td>Time to Fill = Sum of Total Days to Fill ÷ Total # of Offers Accepted</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>A turnover rate measures the number of employees who leave your organization within a set period of time. Replacing talent is expensive, and for highly specialized or technical roles, that figure can be as high as 400 percent</td>
<td>Turnover Rate = (# Separations ÷ Average Headcount (on the payroll)) * 100</td>
</tr>
<tr>
<td>Promotion Rate</td>
<td>This measure will be most useful for organizations focused on monitoring promotions, for desired internal grooming of managers, performance</td>
<td>Promotion Rate = (Promotions / Average Headcount) * 100</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Process Controls</td>
<td>management process controls and assessment, or compensation cost management.</td>
<td></td>
</tr>
<tr>
<td>Career Path Ratio</td>
<td>Career paths—allowing for lateral movements, rather than career ladders, are key. Not all transfers/assignments are promotions, but this metric is a good indication of career development opportunities within an organization.</td>
<td>Career Path Ratio = Total # of promotions ÷ all role changes (both upward and lateral)</td>
</tr>
<tr>
<td>Time to Deploy Talent</td>
<td>This measures “initiation to settling in” or beginning of the deployment period to the start date at the new location. It will be most useful for organizations that wish to measure the efficiency and timeliness of their recruiting processes. It will be more useful for those that have a high proportion of hires that are needed to fill niche positions as it measures the average number of days elapsed between requisition date and start date for internal and external hires.</td>
<td>Time to Deploy Talent = Total Days to Start ÷ Hires</td>
</tr>
<tr>
<td>Employee Performance Metrics</td>
<td>The data is generally derived from annual performance reviews and may not be contained in an HRIS. It will be most useful for organizations that accurately assign performance ratings and do not force rating distributions.</td>
<td>Annual employee engagement survey results</td>
</tr>
<tr>
<td>Employee Engagement Index</td>
<td>This measure is broadly applicable across all organizations, though it will be most useful for organizations that perform periodic employee surveys or plan to perform such surveys. It is a relative measure of employees’ engagement in their work.</td>
<td>Annual employee engagement survey results</td>
</tr>
<tr>
<td>Willingness to Relocate</td>
<td>If captured in the HRIS, willingness/readiness to relocate. This is typically measured via periodic employee surveys through an item such as “Are you willing to relocate?”</td>
<td>Annual employee engagement survey results</td>
</tr>
</tbody>
</table>
Appendix C

Relocation Data Assessment Tool. Use this checklist as a guide to understand the type(s) of relocation program data your organization collects, identify the system(s) in which the data reside, and approximate level of confidence in data quality.

In the example below, an organization identified “ABC Relocation Management System” as a source for information related to sale of former residence. The organization also recognizes that their data is reliable with a high degree of accuracy.

<table>
<thead>
<tr>
<th>Data Element*</th>
<th>Access to Data (Yes/No)</th>
<th>Source</th>
<th>Confidence in Quality (Low, Med, High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Former Residence – Home Sale Program Type</td>
<td>Yes</td>
<td>ABC Relocation Management System</td>
<td>High</td>
</tr>
<tr>
<td>Family Size Being Relocated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility – Relocation Policy Type</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Move Type – Domestic or International</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Househunting Trip – Number of Days</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Househunting Trip – Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Househunting Trip Reimbursement Method - Actual or Fixed/Lump Sum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Former Residence Method - Direct Residence Sale (closing cost reimbursement) or Vendor Residence Sale (home sale program)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Former Residence – Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vendor Residence Sale Type – Home Sale Program Type: Buyer Value Option (BVO), Amended Value Sale (AMV), Appraised Value Sale (APV)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Residence Purchase – Cost</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Household Goods Method – Actual or Commuted Rate (Lump Sum)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household Goods Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household Goods Storage in Transit – Number of Days in Storage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household Goods Storage in Transit – Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household Goods Extended Storage (aka Long Term/Perm Storage) – Beginning Date, End Date, Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Quarters Subsistence Expenses Method – Actual or Fixed/Lump Sum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Quarters Subsistence Expenses Method – Number of Days</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Element*</td>
<td>Access to Data (Yes/No)</td>
<td>Source</td>
<td>Confidence in Quality (Low, Med, High)</td>
</tr>
<tr>
<td>---------------</td>
<td>-------------------------</td>
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<td>--------------------------------------</td>
</tr>
<tr>
<td>Temporary Quarters Subsistence Expenses Method – Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Expense Allowance Method – Actual or Fixed/Lump Sum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relocation Income Tax Allowance (aka Gross up) Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enroute Travel to New Duty Station (aka Final Move) Method</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enroute Travel to New Duty Station (aka Final Move) Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Benefit Costs**</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Data element names, where possible, match the Travel Reporting Information Profile (TRIP) Relocation Data Elements while recognizing other naming conventions are commonly used in the private sector.

**Additional data elements may be needed to account for other benefits offered, e.g., property management, spousal assistance, entitlement counseling, rental finding assistance.
Appendix D

Workforce Mobility Analytics - Levels of Maturity Assessment Tool. Use this tool to identify your organization’s level of maturity based upon each attribute. The tool may be completed from various stakeholder perspectives, e.g., workforce analytics, human resource compensation/benefits, talent acquisition/recruiting, relocation program management, business lines, travel, finance. When combined, the assessments will provide the overall level of maturity and opportunities to move forward.

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Basic</th>
<th>“X”</th>
<th>Evolving Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>Short-term oriented; Poorly aligned to a mission.</td>
<td>“X”</td>
<td>Collaborative; Highly engaged and mission-driven.</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Moving employees is expensive and should be used sparingly; Limiting cost matters most.</td>
<td>“X”</td>
<td>Moving employees is a strategic enabler of meeting business needs.</td>
</tr>
<tr>
<td>Policy</td>
<td>Controlled by Regulations; Limited flexibility; Typically inadequate financial support (e.g., tax liabilities); Lump sums are self-managed with limited digital support.</td>
<td>“X”</td>
<td>Variety of policies that are typically tiered by salary band or level; Some aligned to talent segments (e.g., high potentials, leadership roles).</td>
</tr>
<tr>
<td>Nature of Workforce Mobility</td>
<td>Reactive – focused on filling talent gaps; Poor planning results in retention issues.</td>
<td>“X”</td>
<td>Some deliberate talent mobility (supporting talent gaps, skills development) but often reactionary to meet critical business needs; Lack of insight into labor demand limits strategic talent mobility.</td>
</tr>
<tr>
<td>Utilization of Internal Mobility</td>
<td>Poor visibility into available opportunities.</td>
<td>“X”</td>
<td>Narrow insight into open opportunities; Division/business unit awareness of internal labor market.</td>
</tr>
<tr>
<td>Utilization of Data and Analytics</td>
<td>Anecdotal/Metrics Basic data with limited visibility into total costs/ investment caused by lack of data integrity, operating and reporting silos; Data is measured and reported generically at a single point in time with limited trending information; Decisions based on experience, anecdotal evidence, intuition.</td>
<td>“X”</td>
<td>Data indicating what has or is happening (e.g., counts, rates, volume, costs, demographics); Routine reports are shared with stakeholders; Analysis reveals key insights into how mobility is supporting the talent agenda (e.g., attrition, career progression, goal achievement).</td>
</tr>
<tr>
<td></td>
<td><strong>Descriptive Analytics</strong></td>
<td></td>
<td><strong>Predictive Analytics</strong></td>
</tr>
<tr>
<td></td>
<td>Data that provides insights into cause and effect relationships and insights into the why things happen (e.g., why turnover increases after relocation); Future events are forecasted using established relationships between metrics or data and typically involves advanced statistical modeling.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Purpose driven; Highly engaged mission-focused & competing as an employer of choice.

Moving employees is a strategic enabler of talent management.

Core/flex aligned by talent segment (e.g., volunteers vs. strategic high potentials); Digitalization combined with personalized support and cost reimbursement/management; Agile implementation of new policies often “ground breaking” (e.g., menu options, co-pay, online learning).

Keen insights into the labor market and how mobility supports the workforce plan. Workforce mobility aligned with talent management goals and focused on strategic human capital management.

A transparent Talent Marketplace empowering participation in internal labor market with rich experience/exposure that leads to higher engagement, rewarding career growth, and maximum impact.
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