

International HR Services

Address the growing business demand for moving top talent across and within borders in an effective, efficient and compliant manner.

Your challenge

The movement of global talent is critical to drive continued growth, enable organizations to quickly penetrate new markets, and support the collaboration and partnership building required to succeed.

As your company expands its global operations, it is important to consider how your international assignment program evolves in support of the changing needs and nature of your business. The program should not only align with your company's global mobility objectives but should also fit within the enhanced context of a global business strategy.

In order to help you work toward the goal of attracting and retaining high-quality international assignees, your company should consider several viable means of keeping your international HR policies competitive, cost-effective, tax-efficient, and consistent with your overall business

objectives. This should include consideration of outside resources to assist with some or all of your international HR needs.

The process begins with understanding local environments and cultures and tailoring assignment programs that align with both local custom and global corporate strategy. Such steps often require sophisticated, competent, and experienced input from trusted advisors – advisors who are capable of both seeing the big picture and tailoring the important details.

Our approach

Deloitte's International HR team can address several of your global mobility needs, from targeted consulting services to the outsourcing of your program. Our professionals offer deep knowledge and skills in the areas of international assignment program design, policy benchmarking, process review and reengineering, and vendor selection assistance and performance assessment. We can help you plan, structure and implement a successful international assignment program and provide you with ongoing assistance to support it.

International HR Services

Across the range of your program needs, our specialists can provide objective and insightful assistance, including:

Policy design and benchmarking – A well-designed policy is critical to the success of any international assignment program. When developing assignment policies, it is important to understand current practices while maintaining focus on the program's long-term objectives. We provide assistance in policy design and development, leading practices identification and analysis, customized policy benchmarking, and policy transition and implementation insight.

Program process review – We can help you conduct targeted reviews and transformations of many aspects of your international assignment program. We analyze current assignment processes, roles, technologies and responsibilities. We then identify areas for improvement and work closely with you to explore alternatives that will enhance the effectiveness and allocation of resources. We also help you focus on developing an effective communication strategy and timeline to notify and educate many of those affected by the program changes, including management, other internal teams, external vendors, and the assignee population.



Vendor selection and performance assessment – We conduct competitive and broad evaluations of assignment-related vendor services, efficiencies, quality, organizational depth, competitiveness of fees, and reputation within industry. Similarly, we can help you develop specific quality metrics, assist in measuring ongoing performance, and facilitate the resolution of service issues and designs for continued service improvement.

International HR Cosourcing

Our Cosourcing team can help you with many aspects of the process surrounding deployment of employees to work outside their home countries, regardless of the size of your program or the duration of assignments.

Our goal is to address your daily operational needs in concert with your organizational objectives, designing and implementing services that work efficiently and effectively within your organization and culture. We can provide scalable assistance to help your company with the assignment process – exploring a solution that is seamlessly integrated and successful.

Our broad and ongoing Cosourcing services include the following key activities:

Assignment planning – Prepare cost projections of anticipated assignment expenses; assist in development of compensation packages; advise on your policy as it relates to individuals' assignments; and assist in establishing assignee selection criteria.

Pre-departure – Prepare initial compensation worksheets; prepare application for social security waivers where totalization agreements apply; and coordinate transfer to international payroll.

On assignment – Provide customized management reports; track exceptions to policy; monitor expiry dates for key assignee documents; calculate compensation updates in accordance with policy and for changes in family size, base salary, or cost of living information; and coordinate and track payment/collection process for tax equalization settlements in accordance with policy.

Annual compensation reporting process – Perform home country payroll reconciliations; collect host country data for tax reporting requirements; collect and analyze assignment-related compensation from relocation, accounts payable, treasury, and other sources; provide compensation information to payroll for inclusion in tax reporting documents; prepare compensation summary detailing individual components of assignee's annual compensation; and prepare fiscal tax year compensation reports as appropriate.

Repatriation and post-assignment – Coordinate transfer to home country payroll; and assist in compensation reporting process, if required.

Have issues that go beyond your international assignment program? Our Cosourcing professionals are cross-trained to recognize issues outside of their area of specialization and can access other Deloitte specialists to address a broad range of human resource and tax-related issues affecting your program, including global compensation and benefits, global HR strategy and transformation, tax compliance and design strategies, personal financial planning, and many other related areas.

The Deloitte difference

Count on Deloitte for integrated services that provide our clients with a "one-stop-shop" approach to addressing global employer issues. The benefits of this integrated delivery and training model have clearly set us apart from the more traditional structures for providing these services. This approach enables us to provide more insightful, proactive and value added support to our clients. We offer:

- One of the industry's largest global employer tax practices – access to a worldwide network of specialists of the Deloitte Touche Tohmatsu member firms available to support you with deep subject matter specialization
- Services that align with your global business objectives and strategies
- A focus on operational cost efficiency, compliance risk management, and transformational change
- The broad experience to help your company manage international HR costs and operational efficiency; address compliance and risk associated with your international HR plans; and manage the strategic change that results in alignment of your programs with corporate goals.
- A deep understanding of the tax issues associated with employee benefits transformation and international assignments
- Technology services that streamline international HR plan administration, leverage employee data, and help companies manage their concern about reporting and compliance issues – services that include secure web-based access to information on many aspects of your international HR programs and a seamless interface between these programs and your domestic and foreign accounting and tax systems.
- An integrated approach to analysis and execution, incorporating specialists in tax, finance, financial modeling, employee benefits, actuarial services, executive compensation, employee communications, valuation, and accounting
- Experienced professionals, including former government officials, who understand how to navigate the tax landscape