



THE PEOPLE TREE

NEXUS

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GLOBAL TALENT MOBILITY: INDIA'S NEW HR FRONTIER



EDITOR'S NOTE



**We are thrilled to present the September 2024 edition of
THE NEXUS 2024.**

**Our magazine continues to engage readers
with insightful content on Human Resources, and we hope
this issue will be equally appreciated and informative.**

**We extend our heartfelt gratitude to Brig. Dr. Rajiv
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contributions in making this magazine possible.**



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GLOBAL TALENT MOBILITY: THE NEW PARADIGM

The New Change Agents: Technological Advancements: With zoom, Microsoft Teams, and all cloud-based project management software, work can now come to people irrespective of where they are across the globe, enabling organizations to reach out to global talent pools from their preferred location.

Specialized Skill Demand: The ever-increasing speed of technology has led to a sharp rise in demand for special skills related to AI and data science and cybersecurity, and hence organizations have no choice but search across domestic borders.

Globalisation: International experience is provided; mature employees are needed to face sophisticated regulatory environments and local cultures in the emerging markets. Thus, today India, China, and Brazil are the key talent suppliers.

The expectation of employees has changed: The millennials and Gen Z are vying for flexibility, international experience, and work-life balance. Organizations need to offer flex options to the employer, such as short-term assignments or remote work or cross-border collaboration, so that they get and retain the best talent at the workplace.

Future of Global Talent Mobility: Organisations will adopt "virtual mobility" models in which employees can contribute from any corner of the world through the introduction of remote work.

- **Project-Based Assignments:** Instead of having the old, long international assignments, these would be replaced with a shorter international project that allows the employee to have international service experience without relocation.
- **Emerging markets** will continue to be a source of talent, and impressions of new opportunities in difficult fields are compelling the organizations to look for highly skilled professionals and, therefore, global talent mobility is still a changing face.



INDIA'S GLOBAL TALENT STRATEGY: NEW FRONTIER

India is looking to re-engineer its strategy of global talent mobility. As the world's largest exporter of skilled professionals, India thinks that overseas assignments can be opportunistically used not only for the organization and for innovation but also for employee development.

Indian HR professionals form the frontline for this reason alone-brewing together intricacies of immigration regulations, tax implications, and cultural nuances for an absolute ease of global deployment. Companies avail of a much wider pool of talent, gain cross-cultural value, and foster globally competent employees. Indian talent gains highly crucial exposure to new cultures, technologies, and global networks regarding career prospect opportunities.

While barriers to immigration and regulatory complexities persist as a challenge, the initiative taken by the government of India is preparing it for the future, and the commitment from businesses only adds to it. As the country increases focus on the development of skills and remains in the view of the world as a hub for talent, it is well-prepared to hold onto its legacy not only as a global supplier of skilled professionals but also to lead the management of global talents into the future.



TALENT MOBILITY: INDIA'S TWO-WAY STREET

India is an emerging country in the global talent market through which its best technical professionals from diverse fields are out-migrating and seeking employment opportunities.

India as a Talent Exporter

Indian Professionals: High demand skills-remain heavily sought after for their professional expertise, flexibility, and their ability to write/speak the English language in the areas of information technology, engineering, and finance.

International Expansion: The Indian companies are now sending their employees on international assignments so as to enhance global connections and competitiveness.

India as a Consumer of Talent

Skill Gaps: India attracts foreign professionals by filling significant skill gaps in R&D, biotechnology, and artificial intelligence.

International Sourcing: More Indian firms are sourcing from abroad to attract the right technical workforce.

Barriers and Opportunities

- **Legal and Regulatory Hurdles:** Complexity of employment contracts, taxation, and immigration might act as a disincentive for transboundary talent mobility.
- **Cultural Exposure:** If a person is not able to adapt to the foreign culture, then the production level as well as job satisfaction decreases.
- **Brain Drain:** The skill becomes a victim of emigration into other countries, thus a potential risk in itself.

Talent Exchange Programs: Other initiatives like talent exchange programs aid in the knowledge and skill sharing process.

Work from anywhere: Work-from-anywhere technology opens up access to worldwide talent without being required to relocate.



INFOGRAPHICS





CASE STUDY

INFOSYS – NAVIGATING THE GLOBAL TALENT MOBILITY FRONTIER IN INDIA

Crossing the global talent mobility frontier Infosys is an IT giant with strong presence across the globe. With an increasing rise in demand for specialized talent in AI and cloud computing and cybersecurity, this company needed India to leverage its strengths in terms of engineering talent. However, clients in the US and Europe wanted local talent with worldwide perspectives. Therefore, Infosys needed a very robust global talent mobility program that could transfer key employees across offices.

The Problem:

Riya, a young leader in Infosys's HR, was tasked with solving the talent shortage and making Infosys a talent magnet across borders. It was more than just hiring extra engineers; building up the cross-border mobility program requires establishing a flexible program to move engineers, consultants, and managers around the world.

The Strategy:

Riya's team implemented a three-pronged strategy:

1. Infosys created a Global Mobility Framework anchored on short-term assignments, project-specific mobility, and expatriate programs that streamlined the visa process in markets like the US, UK, and Europe.
2. Infosys had developed a cultural orientation that would allow the employees to blend in easily to a new country. It fostered easy collaboration amongst global teams.
3. A rotational program was used to send top performers out of the country for international experience and return them home as globally-minded leaders.

Success and Results:

Perhaps one of the first successes was a six-month dispatch of Anil, a software engineer to the UK to lead an AI project. He returned with new knowledge and with global connections with his colleagues, leading cross-border projects shortly after.

Impact of Infosys's Talent Mobility Program included:

Revenue Growth through Global Talent Distribution.

Employee development with the return of the leaders of large-sized projects.

Talent Attraction brands Infosys as an attractive destination for ambitious professionals seeking international experience.

Positions Infosys as a leader in India's global talent mobility frontier.



MCQ TEST

1. What is HR actually, but not hiring?
 - (a) Only aim at increasing profits for shareholders
 - (b) Ensure only a carefree and jovial work place
 - (c) Strategically align people towards company's long-term goals
 - (d) Only address grievances of employees

2. Your sales force has a high turnover. How would the HR address the issue?
 - (a) Conduct exit interviews of the employees regarding the reason for leaving
 - (b) Reformulate the compensation and benefits package
 - (c) Design an achievement recognition program
 - (d) All the above

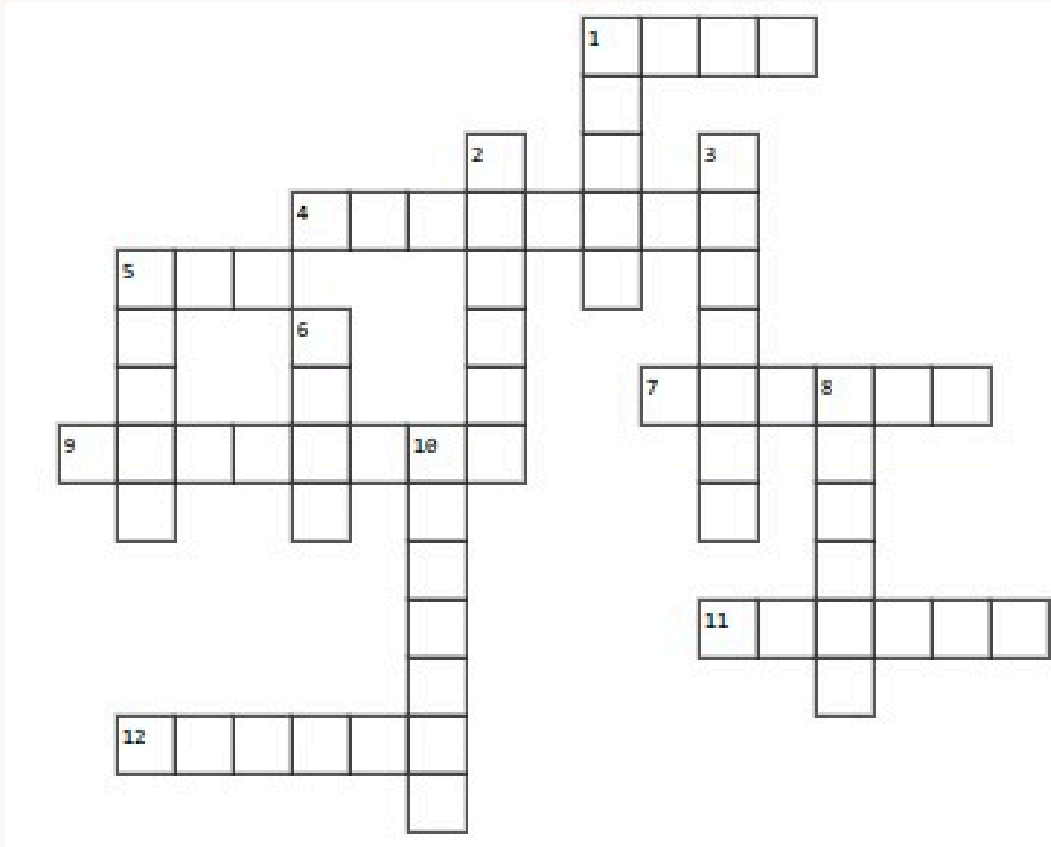
3. What is missing from the standard recruitment package of employees?
 - a) Information on compensation and benefits
 - b) Description of organizational culture and values
 - c) Categorical criteria for filtering
 - d) Job name

4. How will the HR act if an employee complains of discrimination?
 - a) Arrest the accused employee
 - b) Conduct a fair and unbiased investigation
 - c) Dismiss the complaint summarily
 - d) Transfer the complainant to another department

5. Which of the following law allows qualified employees with a serious medical condition or for family reasons to take off from work without pay?
 - (a) Americans with Disabilities Act
 - (b) Fair Labor Standards Act
 - (c) Family and Medical Leave Act
 - (d) Occupational Safety and Health Act

6. You have just designed a new onboarding program. Which of the following is not included?
- (a) Set clear objectives and performance expectations
 - (b) Introduce the newcomer to the culture and values of the organization
 - (c) Conduct a full performance review in the first week
 - (d) Match the new employee up with coaches and other employees
7. Succession planning
- (a) Equip employees to become potential leaders
 - (b) Develop employee competition
 - (c) Reduce employees' rate of movement out
 - (d) Observe labor laws and regulations
8. Of the following options, which of them is an employee development investment?
- (a) Tuition paybacks
 - (b) Leadership development seminars
 - (c) Mentorship
 - (d) All of the above
9. How can HR utilize technology to enhance employee experience?
- (a) Employee benefit and leave portals
 - (b) AI chatbots that answer questions from the employees
 - (c) Mobilizing company resources
 - (d) All of the above
10. Which is NOT a current trend that is influencing the future of HR?
- (a) Increased emphasis on employee mental health
 - (b) Decisions are increasingly based on data and evidence
 - (c) The traditional bureaucratic organizational forms will again come to prominence
 - (d) Remote and hybrid working paradigms gaining greater acceptance

PUZZLE



Across

1. A global economic concept often associated with international hiring.
4. One key benefit of global talent mobility for businesses.
5. A type of visa often used for employment-based immigration.
7. India's IT industry frequently hires talent from this source of employees.
9. Term for when companies transfer employees between different countries.
11. A key factor for employees when considering moving abroad for work.
12. The main department in a company that manages employee relocation.

Down

1. Professionals who frequently move from one country to another are known as this.
2. The process of training and preparing employees for international assignments.
3. Another word for hiring employees from abroad.
5. The practice of moving high-level employees from one country to another for leadership roles.
6. The ability of employees to work from anywhere in the world, enabled by this type of communication.
8. Movement of professionals across borders for employment is referred to as this.
10. This term refers to the knowledge, skills, and abilities of employees.



REFERENCES

PUZZLE- ANSWER KEY:

SALARY- A key factor for employees when considering moving abroad for work.

HRDEPT-The main department in a company that manages employee relocation.

H1B - A type of visa often used for employment-based immigration.

TALENT - This term refers to the knowledge, skills, and abilities of employees.

RELOCATE - Term for when companies transfer employees between different countries.

OUTSRC- India's IT industry frequently hires talent from this source of employees.

INNOVATE - One key benefit of global talent mobility for businesses.

TECH - Ability of employees to work from anywhere, enabled by type of communication.

SMOGLO - Movement of professionals across borders for employment is referred

RECRUIT- Another word for hiring employees from abroad.

HIRED - The practice of moving high-level employees for leadership roles.

ECON - A global economic concept often associated with international hiring.

EXPAT - Professionals who frequently move from one country to another are

ROTATE - The process of training & preparing employees for international assignments.

MCQ- ANSWER KEY:

- | | | | | | | |
|--------|--------|---------|--------|--------|--------|--------|
| 1. (c) | 2. (d) | 3. (c) | 4. (b) | 5. (c) | 6. (c) | 7. (a) |
| 8. (d) | 9. (d) | 10. (c) | | | | |

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