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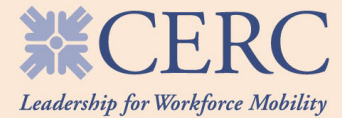
Family Matters!

Robin Pascoe, Expatriate Press



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Themes for today's talk

- **why talk about what matters to family?**
- **adjustment challenges from family point of view;**
- **highlights from “Family Matters!” survey;**
- **recommendations to ease adjustment going abroad and coming home;**
- **question and answer.**



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Why should family matter?

When companies fail to pay attention to family needs they:

- **create ineffective, unproductive, disloyal employees;**
- **create climate for assignment failure;**
- **profits will shrink, costs will go up;**
- **will have difficulty attracting top talent;**
- **ignore the human implications in any relocation.**



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New realities of working globally

- **short term assignments/commuter/biz travel;**
- **health and security issues;**
- **work-expat life balance out of whack;**
- **over-parenting stress impacting on education needs of children;**
- **changes in traditional repatriation;**
- **technology's impact on culture shock.**



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2008 ExpatExpert.com/AMJ Campbell International Relocation Survey: “Family Matters!”

- **656 individual family members responded;**
- **62 countries of assignment/ 44 host countries;**
- **94.7% married or in a committed relationship;**
- **45.8% had two or more children with them;**
- **82.6% corporate; 13.1% government agencies;**
- **27.8% male respondents (almost entirely employees);**
- **3.9% under the age of 25.**



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**“I have lived in many, many places, and I have to say
the worst place I have ever lived is limbo-land.
I wish they would quit sending me there.”**

--respondent to “Family Matters!” survey



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Major Family Adjustment Challenges

As rated in importance by expats responding to Family Matters! survey:

- 1. new schools;**
- 2. told being relocated again, but given no firm dates;**
- 3. financial issues: reimbursement for moving expenses;**
- 4. spousal career concerns;**
- 5. asked to move during child's high school years or in their final year of high school.**



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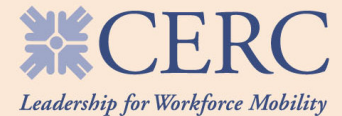
More family challenges of adjustment

- 6. lack of support after relocation;**
- 7. little or no consultation about relocation;**
- 8. lack of language skills;**
- 9. culture shock;**
- 10. short term assignments keep changing in length;**
- 11. too much business travel;**
- 12. lack of training before relocation.**



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Marital stress due to the assignment

Q: Do you believe lack of relocation support contributes to tension in the marital relationship?

A: 87.2 % said yes.

Q: Do you believe relocation-related stresses in the marital relationship filter down to the family?

A: 92.5% said yes.

--source "Family Matters!" survey



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Rate the following statements cited often as top reasons why a relocation fails:

- **69.6% said marital breakdown very important;**
- **66.7% said child's education very important;**
- **66.3% said spousal resistance to move very important;**
- **56.4 % said spousal career concerns very important;**
- **49.3% said adjustment in general very important.**

--source "Family Matters!" survey



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Relocation Policies

- **policy creates clarity and helps expats manage expectations;**
- **clarity makes accepting assignment easier (especially family members);**
- **policy decreases ongoing negotiations about the terms and conditions of the assignment.**



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What do families think should go into policy?

- **66.4% say new contact at other end;**
- **64.6% say assistance for moving procedures if employee sent ahead;**
- **64.2% say funding for look-see visits;**
- **64.0% say school search funding;**
- **56.9% say language training;**
- **56.0% say spouse involved in preliminary discussions.**

--source "Family Matters!" survey



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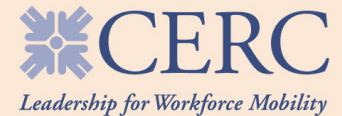
What else do families think should go into policy?

- **46.4% say strict procedures for financial reimbursements;**
- **43.8% say health assessments for entire family;**
- **42.3% say translation services;**
- **40.1% say family spousal associations;**
- **39.9% say cross-cultural training for entire family;**
- **37.7 % say career counseling for spouses.**

--source "Family Matters!" survey



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Relocation support for success of the family

- **81.9% say internet and e-mail access;**
- **58% say budgets for more trips home to see extended family;**
- **54.5% say better communication between family and company/organization;**
- **51.5% say global employee assistance programs;**
- **34.0 say family club memberships;**
- **33.7% say up-to-date, accessible lists of counselors or coaches.**

--source "Family Matters!" survey



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“Our company provides one family club membership. However, we (as foreigners) cannot join the golf club, the country club, or the local social club.

It's great that they provide it but I don't think anyone looked into whether or not we can actually use it.”

--respondent to Family Matters! survey



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Disconnect between policy and implementation

Of the 154 reporting companies to the 2008 GMAC Global Relocation Trends Survey 84% said cross-cultural training available to family. Only senior HR and global mobility divisions provided data.

Of the 656 respondents to 2008 “Family Matters!” survey, 64% said no one (employee or family) received any training whatsoever. Only family members provided data.



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Was there any direct communication between company and family member (other than employee) before the assignment? 76% said no.

Was there any direct communication between company and family member after the assignment? 69.7% said no.

--source "Family Matters!" survey



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Some Solutions and Recommendations

- **policy must not only be written down but communicated;**
- **bring spouse into meetings;**
- **designate a person/mentor for each family;**
- **timing of support critical;**
- **follow up with phone calls/intranets/newsletters;**
- **marriage webinars/EAPs;**
- **mandatory training (especially repatriation);**
- **go out to the field and see what's going on!**



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The need for flexibility

“The needs of families with school age children and/or a mom who wants to stay at home are different than those families with a career oriented accompanying spouse, or families with college age kids or aging parents.

Dollars not used in one category should be transferable to another category based on the needs of the family so it would be optimal for packages to reflect this reality.”

--respondent to “Family Matters!” survey



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Saying thank you to family

Did company acknowledge family contribution?

- Yes, before we relocated 12.7%;
- Yes, after we relocated 17.1%;
- Yes, after we returned home 1.5%;
- No, before we relocated 61.2%;
- No, after we relocated 66.9%;
- No, after we returned home 32.4%.

--source "Family Matters!" survey



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“Makes you feel appreciated not only by your partner, but also by the company.”

“Positive to know that there is recognition for the effort. The ability to connect and maintain ongoing contact with executive leadership while on assignment is important for ensuring a feeling of being “linked” while away.”

--respondents to “Family Matters” who were thanked



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Questions?