


# The Importance of Talent Mobility in The Age of More


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President & CEO  
Canadian Employee Relocation Council  
October 20, 2014



## About CERC


The force of change in employee mobility  
Working to impact the systems, policies and processes that enable employers to move the right people effectively and efficiently.

- Research
- Government Relations
- Education CERP/ CGMP
- Knowledge Transfer



A Thought Leadership Organization

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## Mobility

- Contributes to economic growth,
- Promotes innovation,
- Creates jobs, and increases competitiveness
- Ensures the right people are in the right place and at the right time

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## Research

Cross Border Mobility Survey



Service Level Survey  
December, 2013

Country  
Global Migration  
Institute



Global Forum on  
MIGRATION & DEVELOPMENT



Employee Mobility Survey  
Employees in 24 Countries Assess Employee Mobility for a Total  
Global Perspective – January 2013  
Canadian Employee Relocation Council



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## Government Relations

Canadian Immigration Programs & Interprovincial mobility



International - Trade Agreements CETA/  
TPP / TSIA / NAFTA



## Education

Discover a Career in Workforce Mobility



**CE** "The CERC professional designation program provides the opportunity to grow your knowledge as an expert in relocation."  
- Annette Kohler, CERP® - Farm Credit Canada



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## Knowledge Transfer

- Policy Library
- Events and Conferences
- Publications
- Member Bulletins
- Website



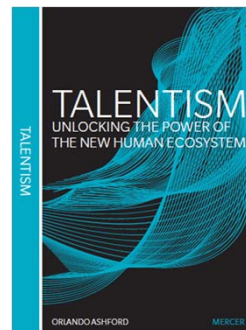
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## Talentism and Mobility

*“The success of any national or business model for competitiveness in the future will be placed less on capital and much more on talent ...the world is moving from capitalism to talentism”*

Klaus Schwab, Founder and Executive Chairman World Economic Forum



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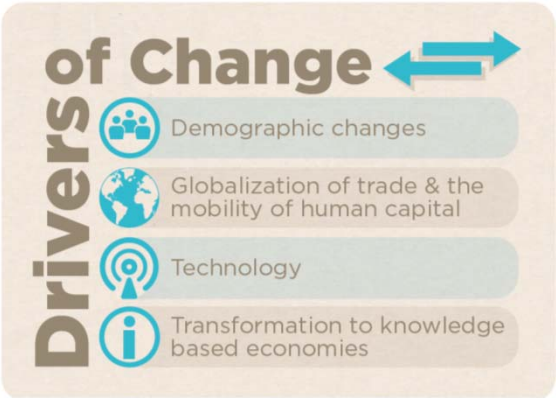
# Talent Challenges

A Global Context

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## Global Context



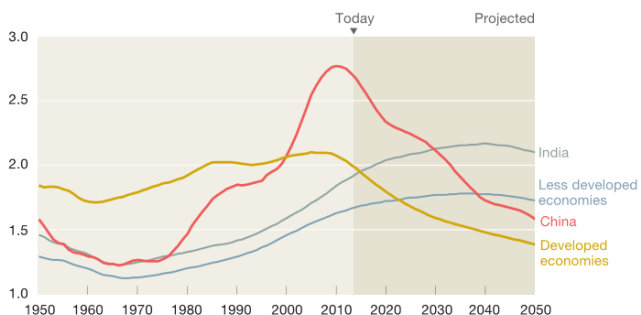
- Demographic changes
- Globalization of trade & the mobility of human capital
- Technology
- Transformation to knowledge based economies

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## Demographic Changes

**Number of workers per dependent,**  
ratio of working-age population (aged 15-64) to dependent  
population (aged 0-14 and over 65)



Source: United Nations population statistics; McKinsey analysis

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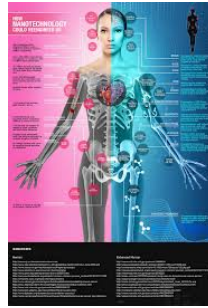
## Globalization of Trade



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# Technology

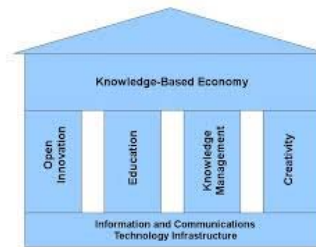


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# Knowledge Based Economy

“An economy that is directly based on the production, distribution, and use of knowledge and information”  
Industry Canada

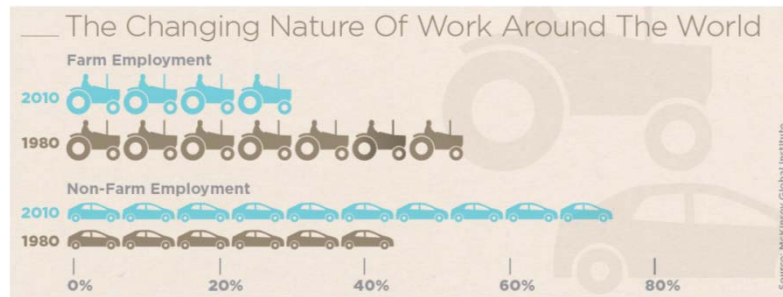


© White, Gunasekaran & Ariando, 2012

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## Knowledge Based Economy



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## Global Context

- Jobs without people
  - 1/3 of employers are having difficulty filling jobs
- People without jobs
  - 200 million workers without jobs



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## Global Perspective - Skills Gap

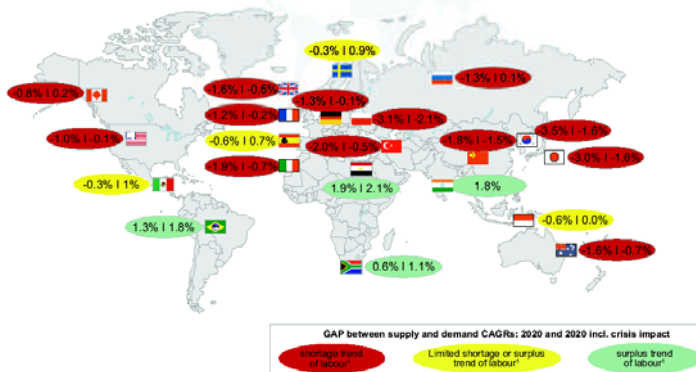


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## Labour Supply / Demand Gaps

Exhibit 6: In 2020, Gaps between Supply and Demand Increase in Many Countries



1. GAP = Supply CAGR - Demand CAGR  
 Note: The presented view is a solely quantitative view and does not reflect any qualitative issues (e.g. job mismatch, employability).  
 Source: The Boston Consulting Group analysis

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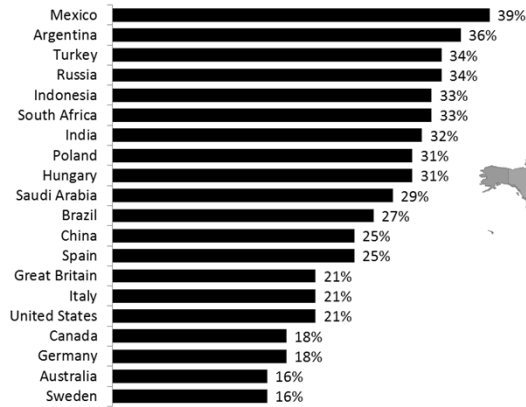
## Global Perspectives



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## Global Mobility

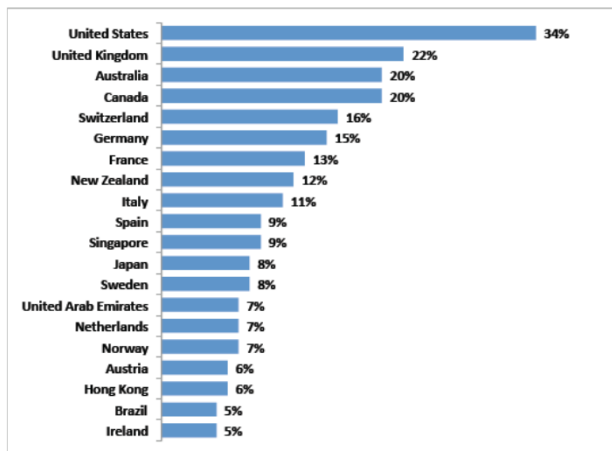


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## Global Mobility - Destinations

Chart 5: Destination: Top three countries to relocate to:

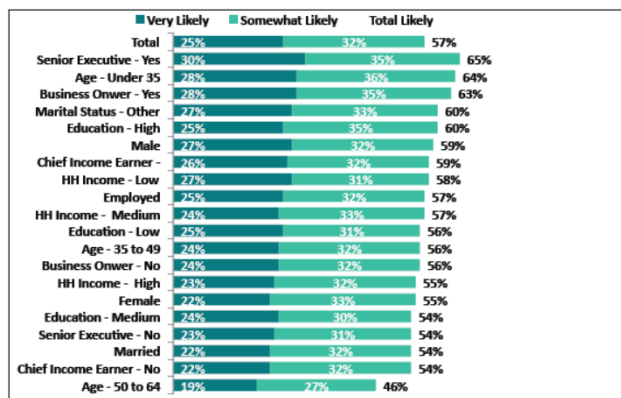


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## Mobility Demographic - Global

Chart 3: Likelihood of moving to another country - by Demographics



Source: Ipsos

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# Talent Challenges

A Canadian Context

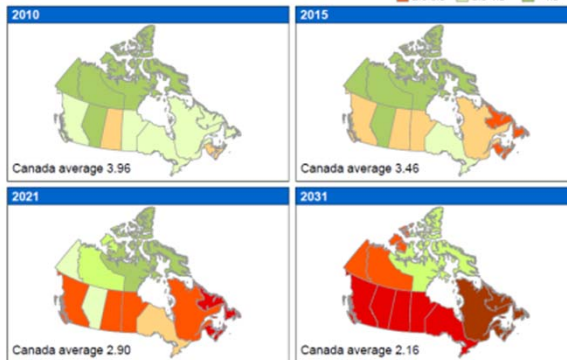
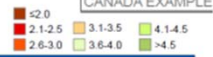
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# Canada is Aging

Regional effects will be even more profound

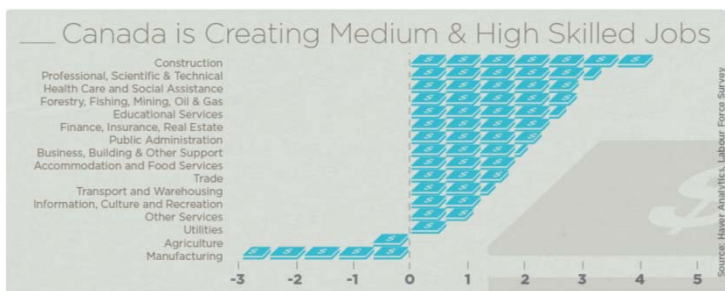
Ratio of population 25-64 to population 65+



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## Job Creation



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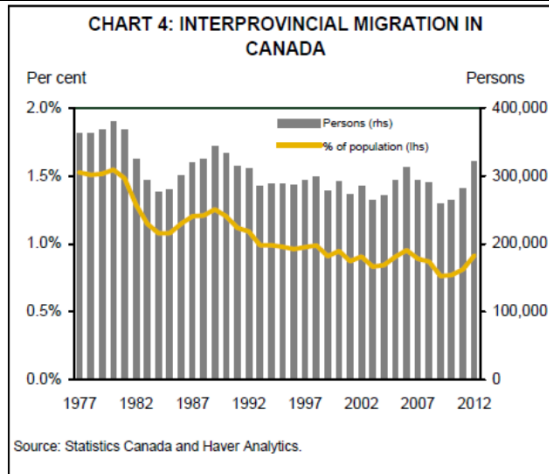
## Canadian Perspectives



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## Canadian Mobility



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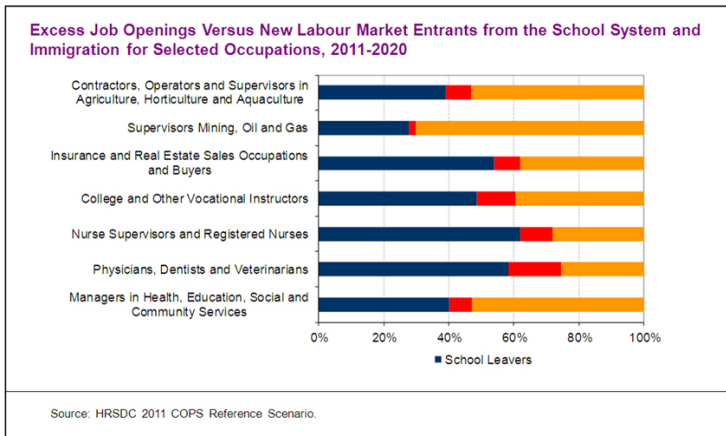
## Canada / U.S. Skills Gap



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## Canadian Perspectives



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## The Importance of Mobility

**“On a national level, interprovincial migration is a net gain for Canada as skill sets are aligned with more productive markets pushing provincial and national output higher.”**

TD Economics Report - July 2013

**“Canada should also reduce barriers to geographical and occupational mobility”**

OECD Report July 2013

**“Over one third of the companies experiencing a shortage of skills believe the cause to be that Canadians are reluctant to move for work.”**

Canadian Council of Chief Executives (CCCE)

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## And Yet...

- 1 in 2 Canadians have no interest in moving...no matter what the incentive offered
- 1 in 3 could be convinced to move depending on the incentives:
  - 20 per cent raise in pay plus all expenses paid by employer (48%)
  - role guarantee i.e., return to the current role after two years (39%) and;
  - assistance for spouse/partner to obtain employment in the new location

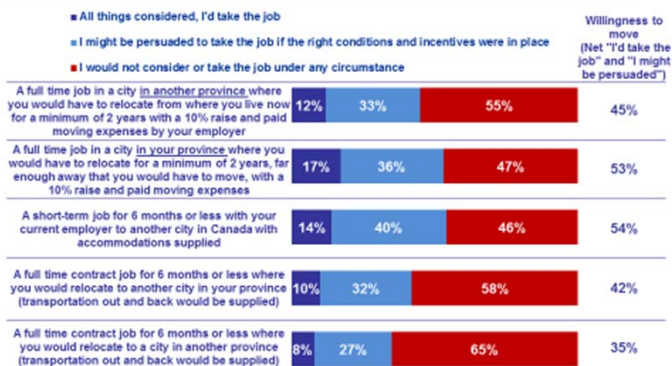
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## Canadian Mobility



Between 12% and 17% of Canadians Would Take the Job Immediately—Others Would Need to Be Persuaded...



Q1. Imagine if you had a job opportunity in the near future that would mean relocating. How willing would you be to take it based on the following?  
 Base: All Respondents n=2000  
 © 2014 Ipsos





## Canadian Mobility

### Taking Full Time Job In A City In Another Province Where You Would Relocate For A Minimum 2 Years With A 10% Raise And Moving Expenses. Top Items Wanted From Employer To Move:



28. You indicated an interest taking a full time job in a city outside of your province or another Canadian Province or Territory for a minimum of 2 years with a 10% raise and paid moving expenses. Suppose you were negotiating the job opportunity with your employer. Please check any three (3) items from the following list as incentives/benefits that would be crucial for you to accept the job.  
 Base: Consider Persuaded To Take FT Job In A City In Another Province n=882  
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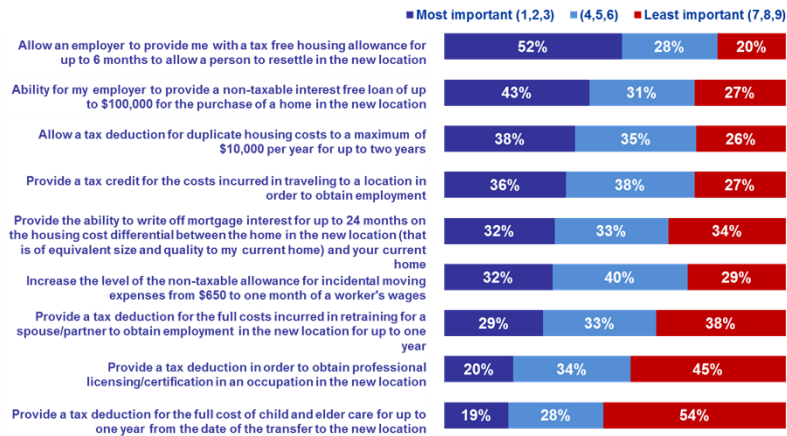
## Restrictions on Moving Expenses

|   |  |     |
|---|--|-----|
| Capping overall weight limits                 |  | 26% |
| Requiring multiple Estimates                  |  | 27% |
| Monetary maximums on household goods benefit  |  | 8%  |
| Expanding exclusion/ prohibited items         |  | 20% |
| Reducing overall benefits (i.e. lump sum)     |  | 27% |
| Capping transit insurance maximums            |  | 0%  |
| Reducing the duration for Storage in Transit  |  | 33% |
| Limiting or reducing 3rd Party services       |  | 27% |
| Greater scrutiny of Policy Exception requests |  | 60% |
| Other   |  | 13% |

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## Government Incentives



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## Solutions

- Increase mobility of Canadians
- Improve Canada U.S. Cross Border Mobility
- Mobility provisions in International agreements

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# Benefits the Moving Industry

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Thank you  
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