



Expatriate Management Committee

March 11 – 13, 2008 – Scottsdale, AZ

The NFTC's Expatriate Management Committee (EMC) held its semi-annual meeting in Scottsdale, Arizona. Participants included representatives from the following companies:

American Express	Ford	McDonald's
Bank of America	GE	McKinsey
Bechtel	GM	Motorola
BT	GSK	NCR
Cargill	HP	NFTC
Cemex	IBM	Nike
Coca-Cola	Intel	PepsiCo
Corning	JT International	PMI
Delphi	Johnson & Johnson	Siemens
Dupont	Kraft	Telefonica Espana
	Lilly	Wal-Mart

Steering Committee Changes

The EMC's leadership team is undergoing several changes. The representative from Boeing has taken a new assignment and the representative from Corning will be retiring at mid-year. The time and efforts of both individuals is greatly appreciated. Their participation will be missed. Representatives from American Express, Cargill, and Wal-Mart were selected to join Bank of America and the NFTC on the Steering Committee.

Open-Forum Discussion: Work-in-Progress

The participants described their top two or three initiatives or projects, which included:

- Formalizing an assignment initiation process
- Linking cross-border assignments with talent management programs
- Defining KPI's to measure/monitor processes
- Streamlining expatriation and repatriation processes
- Managing co-sourcing solutions
- Improving expatriate compensation data collection
- Review of household effects shipment policy
- Integrating newly a acquired business' expatriates
- Undergoing technology upgrade review, selection and implementation
- Improving processes with tax provider
- Launch of a Global Rotation Program for talent development
- Reviewing "non-traditional" expatriate assignment management
- Implementing equity award tracking tools

Demonstration of Polaris

Brian Williams and Dimitri Vigushin demonstrated the Polaris expatriate management system.



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Expatriate Housing Policies

The representatives from Corning and GM described their respective company's approach to expatriate housing. A poll was taken of the group to see how many companies have moved to providing Host-Country housing without a housing contribution. About 20% of the participants now do this. The offset is that the expatriates are fully responsible for their Home Country residences.

Success/ROI Metrics

Eileen Mullaney of Pricewaterhouse Coopers presented on measuring the success of cross-border assignments.

Tax Administration

The representative from McDonald's described their process for gathering compensation data. The group then shared their respective company's processes and issues.

Talent Management and Cross-Border Assignments

The representatives from Bank of America, Johnson & Johnson and PepsiCo. described the increased focus on the use of cross-border assignments as a platform for structured talent development.

Tracking Assignees and Business Travelers

There was an open forum discussion on the importance and challenges of tracking cross-border business travelers and assignees. Very few companies mandate a central source for making travel arrangements.

On The Out-Sourced World – What's Left?

The representative from Bank of America described their program and led a general group discussion.

Election of New Company

The EMC welcomes Japan Tobacco International into membership. JTI is a Europe headquartered business with expatriates primarily in Central/Eastern Europe; Africa and Asia.

Shared Service Centers

The representative from Cemex described the rigorous process they utilized in choosing – Budapest as the second Shared Services Center location. The group discussed the function and location of their centers.