



# Global Mobility Specialist, Talent Management (GMS-T®)



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# Overview

The Global Mobility Specialist Program began in 2004 as the Global Mobility Specialist (GMS®) designation. The program was designed to understand the principles and practices of global workforce mobility and intercultural management skills. More than 6,500 mobility professionals in 71 countries have since earned this highly regarded designation.

In 2013, Worldwide ERC® created curriculum around how leading companies are integrating their talent mobility practices into their talent management planning and developed the Strategic Talent Mobility course. Upon completion of that course, those individuals that held the GMS® designation became a GMS-T® (Global Mobility Specialist, Talent Management).

In 2021, because of repeated positive feedback from our members, Worldwide ERC® combined the curriculum from the GMS® program and the Strategic Talent Mobility course so that candidates now earn the GMS-T® at the completion of the updated program.

The GMS-T® certification signifies that designees are specialized in the field of global workforce and talent mobility and are committed to ongoing industry education to grow their expertise. Earning the certification distinguishes the mobility professional as skilled in the global mobility field, with proven competency and knowledge levels. Achieving the GMS-T® recognizes industry professionals as leaders and educated contributors across the mobility arena.

## Purpose of the GMS-T® Certification Program

- To encourage professionals working in specific aspects of employee mobility to gain extensive and useful knowledge of all aspects of global employee mobility.
- To establish a common and universal understanding of the field of global mobility.
- To raise the professionalism of those involved in relocation.
- To encourage continuing education for professional development.
- To encourage self-development by offering guidelines for achievement in the relocation profession.
- To identify and award special recognition to those persons who have demonstrated a comprehensive knowledge of the principles and practices of global mobility and related disciplines.

## Why Earn a GMS-T® Designation

- To gain the confidence that comes with mastering the principles of talent mobility as defined by the industry.
- To cultivate the ability to apply the principles and new knowledge to developing policies, services and practices. Worldwide ERC® has a tradition of unbiased, credible education in a specialized field of expertise.
- To improve your job performance and widen your career opportunities.
- To acquire extensive global mobility knowledge on up-to-the-minute topics impacting industry professionals.
- To remain current in business practices and critical issues in mobility through continuing education.
- To receive formal recognition of your knowledge and commitment to excellence in the talent mobility practice, you can add GMS-T® after your name in all professional correspondence, social media and other public media. Your GMS-T® designation will appear next to your name in all Worldwide ERC® publications and correspondence, including our online directory of GMS-T® designees, and in Worldwide ERC®'s online Directory.

## Eligibility

There are no eligibility requirements or prerequisites to participate in the program and earn the GMS-T® certification. The program was designed to nurture a shared understanding of the field, to serve individuals who wish to differentiate themselves as knowledgeable in this field, and to create opportunity for innovation and growth in the industry.

## How to Register

Register for the program by going to [www.worldwideerc.org/gms-detail](http://www.worldwideerc.org/gms-detail). Once registered, you will receive a confirmation email containing a link to Worldwide ERC's Learning Portal. The entire program is online and located in the Learning Portal which allows you to keep track of your progress via your own personal Portal account.

## Navigating the GMS-T® Program

The Program is completely online and comprised of:

- 19 Courses - The courses are spread out over six Modules (see page 6 for a list of the program content/courses).
- 6 Quizzes - There is one quiz in every Module that covers the material from that Module.
- 1 Examination - The exam can be found in the 7th Module.

## Amount of Time it Takes to Complete the Program

The program is made up of 6 Modules, 6 quizzes, and 1 final examination. You are given 6 months to complete each course and the time starts when you access that course. The amount of time that a person will spend in the program varies and is dependent on how long the candidate spends in each course, the time spent on the various activities and case studies, as well as quizzes and the exam. The average amount of *total time* a candidate spends in the program is approximately 25 hours.

You may take the Modules at your own pace. The courses (within each Module) will save your place so that you can return to your Learning Portal account at anytime and pick back up where you left off in the Program.

## Earning Digital Badges

An exciting feature that is included in the cost of the program are digital badges. A digital badge is an indicator of an accomplishment or skill that can be displayed, accessed, and verified online. Upon successful completion of each Module and quiz, you will earn a digital badge for said Module that can be displayed in your social media (LinkedIn, Facebook, etc.), your signature line, letterhead, or wherever you would like. That digital badge serves as recognition of your accomplishment of each Module as you make progress through the Program.

As you complete each Module, you will automatically receive an email with additional details on how to access your badges if you so choose.

## Module Quizzes

At the conclusion of each Module, you are required to pass a short quiz. Each quiz contains between 10 and 15 questions and you must earn a 80% or higher to pass. You are given unlimited attempts to pass the quizzes.

## **GMS-T® Examination**

Upon completion of all six Modules and the corresponding quizzes, you will receive immediate access to the online examination. The timed 100-question online examination is designed to reinforce the material learned in each Module. A score of 80% or higher is required to pass and earn the designation. You are given 3 hours to complete the exam (the time starts as soon as you begin the exam) and are provided immediate feedback on whether you passed as soon as you finish. If you do not pass the exam on the first attempt, you are given a second attempt which must be done within 30-days from the first attempt. If you do not pass it on the second try, there is a nominal fee to take it a third time.

You may choose to complete the GMS-T® program as a professional learning experience and not complete the examination. However, you will not receive the designation or enjoy the benefits associated with having this unique credential.

## **Renewing your Designation**

Once you have earned the GMS-T® designation it is valid for three years. The recertification requirements are designed to help designees demonstrate that they have continued to grow their expertise. Therefore, to retain the GMS-T® certification, you must engage in 30 hours of continuing education (CE) each 3-year recertification cycle to update your understanding of trends, best practices and standards in global workforce mobility.

### **Renewing your GMS-T® involves two steps:**

1. Complete 30 CE credits specific to international mobility management/global workforce mobility within your 3-year recertification period and not later than your renewal/expiration date.
2. Remit the GMS-T® Recertification Application and renewal fee no more than 4 months prior to the end of your 3-year recertification period in order to renew for another 3-year cycle.

For more information on recertification, please visit <https://www.worldwideerc.org/gms-detail>.

# GMS-T® Program Content

## Module 1: Culture & Diversity in Global Mobility

This Module focuses on the characteristics of a culturally competent and diverse talent pool. Candidates will be able to explain definitions and theories of culture, understand generalizations and stereotypes, discuss the importance of global teams, and the impact of globalization. It will also examine diversity and inclusion from the angle of mobility and addresses the importance of having a diverse workforce.

## Module 2: Compensation & Benefits for a Global Workforce

This Module recognizes the importance of compensation considerations and the advantages and disadvantages when sending employees on assignment. Discover the process of localizing an existing expatriate assignee and understand how companies send employees on permanent moves. Learn a variety of assignments using a local approach. Health care strategies and retirement planning are also examined to assist the candidate in understanding how to best support employees on assignment.

## Module 3: Global Talent Mobility Policy Management

This Module focuses on recognizing the importance of a well-coordinated support plan, ensuring employees are properly set up for success from the beginning. Also discusses the significance of assisting the employee and their family with the moving-out logistics and providing the guidance necessary for a successful relocation and arrival, as well as the necessity for support during and post-assignment. In addition, it also covers alternative talent mobility options to the typical one to three years' assignment.

## Module 4: Global Talent Mobility Program Management

This Module discusses the importance of managing supplier relations. Candidates discover some of the best practices employers use to ensure successful international assignments. In addition, examine ways to measure the success of those efforts. Candidates also explore ways to introduce more flexibility into a company's international assignment policies and administrative processes.

## Module 5: Global Talent Mobility Risk Mitigation

This Module discusses the significance of ensuring the employee is looked after, and that all risks are carefully assessed and mitigated. High level tax and immigration issues are discussed. The module also drills down into what duty of care stands for, the considerations necessary when developing a duty of care policy for mobile employees, and duty of care best practices. In addition, candidates will understand the fundamentals of data analytics in the organization's decision-making processes.

## Module 6: Strategic Talent Mobility

This Module focuses on talent mobility in the wider context of talent management. Candidates learn to identify and respond to the key drivers of talent mobility. You will discover how to assess an organization's talent needs, including parameters for success, and how to build a compelling business case demonstrating how talent mobility can support an organization's business strategy. Real life case studies are examined that illustrate how leading companies have achieved success by integrating their talent mobility practices into their talent management planning.

Badge Name	Courses	Approx Time
<b>Module 1: Culture &amp; Diversity in Global Mobility</b>	Theory of Culture	80 Mins
	Success Strategies for Global Teams	50 Mins
	The Role of Mobility in Diversity and Inclusion	48 Mins
	Candidate Information Guide	Downloadable
	Module One Quiz	
<b>Module 2: Compensation &amp; Benefits for a Global Workforce</b>	Compensation Considerations for a Global Workforce	66 Mins
	Localization & Local-Plus in International Mobility	67 Mins
	Health Care Strategies for a Global Workforce	24 Mins
	Retirement Planning for a Global Workforce	28 Mins
	Module Two Quiz	
<b>Module 3: Global Talent Mobility Policy Management</b>	Successful Short-Term, Rotational, Commuter & Extended Business Travelers Mobility	56 Mins
	International Assignments: Pre-Planning	32 Mins
	Essentials of Expatriate Assignment Support Policies	66 Mins
	Module Three Quiz	
<b>Module 4: Global Talent Mobility Program Management</b>	Fundamentals of Supply Chain Management Workforce Mobility	45 Mins
	Assignment Lifecycle Best Practices	33 Mins
	Flexible International Assignment Policy Strategies	45 Mins
	Secure and Compliant Household Goods Shipping	50 Mins
	Module Four Quiz	
<b>Module 5: Global Talent Mobility Risk Mitigation</b>	Tax & Mobility	55 Mins
	Immigration Compliance Issues for a Mobile Workforce	45 Mins
	Understanding Duty of Care in Talent Mobility	47 Mins
	Exploring Data Analytics for Mobility	45 Mins
	Module Five Quiz	
<b>Module 6: Strategic Talent Mobility</b>	Understanding the Intersection of Talent Management and Global Mobility	180 Mins
	Module Six Quiz	

**Global Mobility Specialist, Talent Management Program Domains and Tasks**

**Domain Weights**

<b>Domain:</b>	<b>Percent of Exam Questions from Domain:</b>
1. Strategy of Globalization	39%
2. Program Management	40%
3. Risk Mitigation	21%
<b>TOTAL</b>	<b>100%</b>

## Domain 1: Strategy of Globalization

Task 1:

**Align the organization’s global mobility strategy with the strategic objectives of the organization.**

*Knowledge of:*

- Emerging global trends and changing practices
- Corporate objectives
  - Continuing to stay in front of leadership and aligned to corporate objectives and that mobility is part of strategic discussions
- Basic concepts of profit and loss
- Corporate philosophies on compensation and benefits
- Reasons organizations globalize

Task 2:

**Position global mobility as a tool to enhance global talent management.**

*Knowledge of:*

- Evolution of global mobility and talent management
- Corporation’s global talent strategy
- Purposeful assignment strategy
- Repatriation strategy and maximization of investment

Task 3:

**Contribute to the development of a culturally competent and diverse talent pool.**

*Knowledge of:*

- Definitions of culture
- Generalization and stereotypes
- Cultural variables and dimensions
- Impact of globalization
- Theories of culture



- Assessment techniques and selection tools
- Definitions of failed assignments
- Reasons assignments fail
- Benefits and challenges of working on global teams

Task 4:

**Capture, evaluate, and forecast mobility program costs, and identify initiatives to support the return on investment to the organization.**

*Knowledge of:*

- Key cost drivers (e.g., taxes, trailing liabilities, housing, education, household goods)
- Cost-control techniques and methods of cost tracking
- Fluctuating currencies and home or host country compensation approaches

## Domain 2: Program Management

Task 1:

**Explain the compensation approaches, benefits, services, and requirements associated with global mobility, and describe in detail how they are delivered and managed.**

*Knowledge of:*

- Destination services
- Immigration
- Cost estimates
- Letter of assignment / letter of understanding
- Consultations/briefings
- Repayment/clawback agreement
- Physical examinations/immunizations
- Travel (e.g., home-finding trip, expenses)
- Cultural training
- Language training
- Temporary living
- Home disposition / home retention
- Lease cancellation reimbursement
- Auto disposition
- Pet transportation
- Balance sheet approach
- Compensation approaches / compensation delivery
- Allowances (e.g., mobility/foreign service premium, cost-of-living allowance / goods and services differential, hardship, housing allowance / norm / contribution, miscellaneous expense allowance)
- Tax concepts (e.g. Tax protection, Tax equalization, Hypo tax, Typically managed/administered by third-party tax provider)
- Dependent education
- Home leave
- Spouse/family transition assistance
- Transportation at post
- Rest and relaxation leave
- Safety and security considerations

- Assignee ongoing career management
- Repatriation

Task 2:

**Collaborate with stakeholders to develop and implement solutions to meet organizational objectives and enhance the employee mobility experience.**

*Knowledge of:*

- Policy structure and design and factors that drive the development of policies
- Policy types
  - a. Short-term
  - b. Long-term
  - c. Permanent/one-way transfer
  - d. Core/flex (points-based, budget-based, etc.)
  - e. Localization
  - f. Rotational
  - g. Commuter
  - h. Intern
  - i. Regional
  - j. Developmental / leadership development
  - k. Ex-pat lite
  - l. Local plus
  - m. Extended business travelers
  - n. Global nomads

Task 3:

**Manage relationships with supplier partners, establish service-level agreements and key performance indicators, and assess performance.**

*Knowledge of:*

- Supplier categories/types
- Supplier selection
- Service-level agreements (SLAs)
- Key performance indicators (KPIs)
- Performance tracking and assessment

Task 4:

**Recommend policies and programs that add measurable value to the organization based on the analysis and interpretation of relevant data.**

*Knowledge of:*

- Data sources and system integration
- Standard data points (e.g., mobility volume, benefit utilization, satisfaction surveys)
- C-level data points (e.g., return on investment, employee performance, attrition)

## Domain 3: Risk Mitigation

### Task 1:

**Educate stakeholders regarding applicable country laws, regulations, and procedures to ensure a compliant mobility program.**

#### *Knowledge of:*

- Immigration
  - a. Importance of process, timing, and country-specific documentation
  - b. Impact on talent acquisition and mobility planning
  - c. Entry, work, and residence authorizations
  - d. Importance of understanding immigration laws
  - e. Company immigration philosophy and policy
  - f. Emerging trends and changing practices
  - g. Program management
- Tax
  - a. Triggering tax liability
  - b. Importance of tax treaties and totalization agreements
  - c. Tax philosophy
  - d. Tax law and process
  - e. Non-compliance consequences
  - f. Emerging trends and changing practices
  - g. Program management
  - h. Entity-level secondments
- The importance of seeking information on local laws and regulations

### Task 2:

**Develop and implement policies, procedures, and programs to facilitate the safety, health, security, and cultural awareness of the global workforce.**

#### *Knowledge of:*

- Definition of duty of care
- Safety and security
- Healthcare and risks
- Data security
- Cultural sensitivity

## Staying in Touch with Worldwide ERC®

It is your responsibility to inform Worldwide ERC® of changes to your contact information (i.e., address, company, name, email, etc.) as they occur. Please update your changes to your "My Profile". For instructions to update your contact information, please visit Worldwide ERC®'s Help Center: <https://20762520.hs-sites.com/knowledge/how-do-i-update-my-contact-information>

Worldwide ERC®'s Professional Development department is available Monday through Friday to assist with any questions candidates may have about the GMS-T® training program and any questions a designee may have about his or her certification.

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