



SIRVA Consulting

Corporate Immigration Compliance:
Transcending National Borders



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Compliance with immigration laws across the globe is fast becoming one of the most important issues faced by international human resource professionals today. The new global game mandates that companies break free of geography to create value by mobilizing talent and technology scattered in many countries. But the barriers to moving people across national borders remain daunting. Companies must manage an enormously complex, expensive and time-consuming immigration process in order to deploy talent as needed and to staff their global operations.

For many business managers, operational demands, budget constraints and tight schedules frequently overshadow compliance concerns. Failure to comply, however, can result in a wide array of penalties that affect future work permit applications and/or a company's ability to do any further business in the destination country. These penalties range from processing delays, warnings, monetary fines and rejection of applications, to detention, deportation and criminal charges against the employee and corporate personnel.

In addition to the civil and criminal penalties against the employer and employee, violation of immigration laws can cause serious damage to a corporation's public image as a good corporate citizen. Certainly companies cannot afford to lose valuable contracts, close down projects or waste valuable resources on damage control. Further, the reach of Sarbanes-Oxley, which ushered in a whole new era of risk management, corporate governance and compliance infrastructure at all levels of corporate enterprise, has extended far beyond the

United States. For all of these reasons, corporate compliance with both the letter and the spirit of the law is essential to maintaining a competitive advantage in the global marketplace.

This white paper will provide an overview of the work authorization process and will recommend the most effective strategies for promoting compliance with global immigration laws.

The New Global Game

The global game continues to evolve. Under the traditional model, being a global company meant developing an efficient network of production, sales and service subsidiaries to penetrate the global market. A standard product or service would be projected from a home base and adapted to the local market pursuant to the "think global, act local" mantra. This traditional model drove the growth of huge multinationals. But today's knowledge economy demands a fundamental paradigm shift.

Linked by rapid flows of capital, goods, services, information and ideas, countries are becoming increasingly interdependent. The implications of a broader global marketplace are profound. Companies are under tremendous pressure to respond quickly and innovate constantly to stay ahead of the competition. With distance no longer a factor, global markets become local markets. Flexible and responsive companies that innovate rapidly to meet local market needs will thrive, while those that fail will find themselves trapped into producing ever-cheaper commodities.

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In its 1998 annual report, U.S.-based General Electric set out its goals and vision for the 21st century:

Market success is only part of globalization. We must globalize every activity in the Company... our challenge is to go beyond that—to capitalize on the vast intellectual capital available around the globe. In 1999, we will move aggressively to broaden our definition of globalization by increasing the intensity of effort to search out and attract the unlimited pool of talent that is available in the countries in which we do business—from software designers in India to product engineers in Mexico, Eastern Europe and China. The GE of the next century must provide high-value global products and services, designed by global talent, for global markets.

In a fast-changing global economy, where the pace of globalization is accelerating exponentially, world-class planning for a globally mobile workforce is the key to success.

Under the rules of the new global game, companies will build the capability to access, connect and leverage knowledge from any point on the planet. Organizations are racing to identify new technologies and market trends ahead of their competition, thus speed to market is essential. Winners of the new global game will turn dispersed knowledge into innovative products and services, mastering the art of creating new sources of differentiation. This need to constantly innovate requires tapping into a global talent pool. Clearly, the role of human resources to attract, retain and mobilize global talent has never been more important.

Trends in International Migration

The growth of the global workforce is being accompanied by a rapid expansion in international migration. The United Nations defines an international migrant as “any person who changes his or her country of usual residence.” According to the United Nations World Migration Report for 2005, the number of international migrants (counting only those who have lived outside their country for more than one year) has doubled in the past 25 years to 200 million and is expected to rise to 230 million by 2050. Most of the 30 developed countries house 5 to 12 percent migrants. There is a much greater variation for the less-developed countries from virtually zero in China and Vietnam

to about 70 percent in the U.A.E. and Qatar. Most multinational corporations take a global view to staffing, research, production and sales and recognize the importance of developing and deploying talent from around the world. An employee’s nationality becomes relevant only when it allows or prevents the person from being deployed in a country where his or her talents are needed. However, people cannot move across international borders with the same ease as capital, goods, services or ideas. A wide range of official controls, restrictive policies and cumbersome procedures create significant barriers. Each of the world’s 190-plus sovereign nation states issues passports and regulates its borders. Each enforces its own set of immigration laws, policies and regulations.

Trends in Global Assignments

In a fast-changing global economy, where the pace of globalization is accelerating exponentially, world-class planning for a globally mobile workforce is the key to success. Increasingly, companies and nations realize that they must produce and attract the right workforce from all over the world and retain it. This places new pressures on human resource professionals to develop international competencies and become strategic partners in the management of global business.

One major trend is that firms everywhere are relying less on high-cost traditional expatriate assignments and more on short-term assignments, extended business trips and cross-border commuters. The popularity of off-shoring to “low income” countries and cross-border joint ventures has also meant more short- and medium-term assignments.

Stealth Expats

As trends of short-term assignments have increased, a new category of worker has emerged, “stealth expatriates” (expats). This term is used to describe employees who work in another country outside of the company’s official international assignment program—often without the knowledge of Human Resources. These stealth

Overview of Immigration Processes or Policies by Country

Current immigration actions	Country
Application of labor-market testing criteria has been relaxed for occupations reflecting current labor market needs	Denmark, France, Ireland, The Netherlands, U.K.
Quota for highly skilled workers increased by 30 percent in 2001	Switzerland
Permanent immigration subject to evaluation process with an increasing point system based on skill level, education and work experience	Australia, Canada, New Zealand
Confine immigration to the highly skilled	Japan and South Korea
Recently implemented a program aimed at recruiting highly skilled based on point system	Czech Republic
Offer large tax deductions for qualified migrants, ranging from 25 to 40 percent	Sweden, The Netherlands, Austria, South Korea

expats originate from a number of different sources: employees or short-term assignees who have extended their planned overseas visit due to business reasons; foreign nationals who have been hired locally but on a semi-expatriate package; cross-border commuters whose job responsibilities have been extended; employees who are sent on assignment by business leaders who do not understand company procedures.

Flying under the radar, stealth expats inadvertently increase the risk of noncompliance for themselves and for their employer in the areas of tax, immigration and employment laws. Consulting companies in particular are caught in the dilemma of balancing contract deadlines to avoid penalties with lengthy work permit application requirements in the host country. It has become the job of Human Resources

to educate the stakeholders on the options available to transfer assignees into the host country as quickly and efficiently as possible. This is often accomplished by taking advantage of special immigration legislation aimed at allowing people with special skills to work in host countries. Human Resources also are responsible for the corporate governance requirements of their companies to build processes that bring stealth expats into their companies' processes and mitigate risk.

Companies that consult on global relocation are now developing sophisticated tools and processes to help organizations identify and track stealth expats and bring them back into company processes while not disrupting the stealth expats' valuable contribution to their organizations' international businesses.

Highly Skilled Workers

During the 1990s, policy makers recognized the need to attract highly qualified workers to fuel economic growth. As a result, most countries in the Organization for Economic Co-Operation and Development (OECD) amended their legislation to facilitate entry of skilled foreign workers and allow students to access their countries' labor markets upon graduation. Other countries launched recruitment programs in particular sectors or occupations to meet labor shortages.

Generally, before admitting a third-country worker, EU member states require proof that the domestic labor market cannot meet the need of the vacancy. This is an economic needs test. Some EU members accept special categories of workers through special fast-track procedures, i.e., highly skilled workers or workers in sectors or occupations where shortages exist.

Success Factors for Work Permit Applications

Because each country has its own work permit application process, a thorough understanding of the criteria required for a successful work permit application is critical, along with experience dealing with the local government officials. Time is often the most underestimated part of the process. Therefore, it is recommended that before large amounts of time and administration are drained on the completion of various forms, organizations should analyze the likelihood of a successful application. Where possible, it is advisable to conduct an eligibility assessment to determine the likelihood of success for a potential candidate.

During an assessment, a detailed questionnaire and supplemental documents are obtained from the assignee and the company. The candidate's qualifications are carefully analyzed and matched to the checklist of requirements for obtaining a work permit. Requirements for work authorization may include a college degree, a minimum length of employment with the company and a unique set of skills or high level of expertise in a

particular field. Eligibility will be determined based on interpretation of the laws of the destination country and an assessment of how those laws will be applied to the candidate's particular facts and circumstances.

The number of work authorization options varies greatly from country to country. The range extends from countries such as China with only one category to countries with 10 to 20 or more temporary work options, such as the U.S., U.K., Canada, Netherlands, Italy and Japan. For most countries, a well-documented, well-qualified application for work authorization will enjoy a high rate of success. Companies should keep in mind the following factors that will, in general, improve their success rate:

- Positive "track record" for using the system
- Sponsoring company is a well-known and sizeable multinational
- Employees with higher formal education
- Executive or managerial level candidate
- Key technical skills or proprietary knowledge
- High salary
- Evidence of foreign direct investment
- Job creation for local nationals

It should also be noted that many countries provide for more liberal treatment or stricter scrutiny of the application, depending on the nationality of the candidate. Often an employer must demonstrate evidence that qualified workers in the destination country are not available. Proof of recruitment efforts through job postings and advertising over a minimum period of time are typically required.

Labor market testing can significantly increase the timeline for processing the work permit application. In the case of intra-company transfers, most countries provide for specially

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avored treatment by eliminating the labor market tests. The EU has adopted a “Community Preference” principle, whereby member states will consider requests for admission to their territories for the purpose of employment only where vacancies in a member state cannot be filled by national and EU Community manpower. However, most member states exempt intra-company transfers of key personnel from Community Preference.

Government Agencies Involved in the Immigration Process

In the majority of countries, at least two or three distinct government agencies are involved in the work authorization process. The first office is typically a Labor or Employment Ministry, which oversees the protection of the local labor market. A second office (usually part of the Ministry of Justice, Law Enforcement or Immigration) monitors general immigration policy compliance. Occasionally, other government agencies are involved. For example, in India, the Reserve Bank of India plays a critical role in temporary work sponsorship.

Unquestionably, U.S. immigration law remains the most complex in the world. The set of laws governing U.S. immigration procedures readily compares in complexity to the U.S. tax code. To further complicate matters, the Immigration & Nationality Act charges the Department of Homeland Security, Department of Labor, Department of State and Department of Justice with sometimes overlapping immigration responsibilities in the administration, interpretation and execution of U.S. immigration law. Post-9/11, the United States has been dealing with the complexity of balancing an open society and the need for global talent against counter-terrorism measures. Congress has taken a three-pronged approach to enforce immigration laws:

- Monitor the borders
- Streamline removal procedures
- Go after the employer

The employer must verify the right to work via an I-9 form and must be able to produce the employee

file for inspection. Tougher penalties for failure to comply include lengthy prison sentences.

Most Typical Business Immigration Process Models

Following the most commonly adopted country process model, the work permit application is filed with the host country authorities along with a series of supporting documents. Supplemental documents from the employee may include a copy of the passport, resumé, assignment letter, diplomas, medical certificates, marriage and birth certificates, and criminal background checks. The sponsoring employer entity may be required to produce copies of its annual report, corporate leases, organizational charts, incorporation documents, bylaws and details of training and hiring programs for local nationals. It is almost always preferable to obtain the work permit prior to entering the destination country. Upon approval and issuance of the work permit, the employee files for a visa stamp with the consulate in his or her home country.

Under an alternative process model followed by some countries, such as India, the work permit application and all supporting documents are submitted directly to the consulate or embassy in the home country. The immigration and labor authorities will then review the application and advise the consul to issue a visa stamp. The U.K. is currently moving to a single-step system in which the work authorization and entry visas are processed offshore at the home country consulates.

Work Authorization Versus Business Visit Status

A business visitor visa is a short-term non-immigrant visa issued by a foreign consulate. It allows the assignee to enter the host country to perform limited permitted activities for a specified period of time. The scope of permitted activities for each destination country must be verified in advance, but they are typically limited to business meetings, negotiations, business development and sales activities, seminars and training. In some cases, a treaty

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or special agreement authorizes entry without a visa, i.e., visa waiver. To qualify as a business visitor, the assignees generally must conform to the following:

- Maintain residence and employment outside the host country
- Visit for a limited period of time
- Be paid salary from home country employer
- Be able to show proof of adequate funds to defray expenses
- Be able to articulate specific plans for stay in host country
- Show a period of stay that is consistent with purpose of trip
- Limit activities to those permitted

When arriving at any port of entry, business travelers must be able to articulate to the border agents, clearly and concisely, the specific purpose and nature of their trip.

As a general rule, hands-on or productive work will require work and residence authorizations issued by the country's immigration and labor authorities. To work and live in the host country without authorization is almost always a violation of labor and immigration laws and, as previously indicated, can have legal and practical penalties. Together, these limitations can pose major challenges for a business visitor in the process of obtaining a work permit. It may prove very difficult to refrain from undertaking the responsibilities of the new international assignment—particularly if the employee is already on site in the host country. Recognizing this problem, many countries do not allow travel to the host location while the work permit application is pending. Further, most countries do not allow clearance of an employee's household goods shipment until the work permit application is approved.

Factors that determine whether certain activities will be considered “work” include:

- Payroll in host country
- Nature and scope of activities
- Duration and frequency of travel
- Nationality of assignee

It is becoming essential to both the security of the international assignees and the effective conduct of the business to review even the most casual business trips for compliance with immigration laws. Companies should be aware that citizens of certain countries might be subject to a high degree of scrutiny. In addition, immigration officials, upon inspection of workplace activities at the employer's premises, may discover business visitors.

Additional Registration Requirements

In most cases, temporary work permits are limited to specific employers and to specific positions. The appropriate government authorities must authorize any changes. Upon approval of the work authorization, an immigration document to facilitate entry, typically in the form of a visa stamp, is issued. As mentioned earlier, visas are generally required to enter a foreign country unless a treaty or other agreement exists to provide an exemption.

The immigration requirements do not end with the issuance of work permits and entry visas. Unlike the United States, many governments (including most countries within the EU) additionally require foreign nationals to obtain a residence permit and to register with local authorities, such as the police. Generally, the registration process is completed in person by the assignee in the host country within a specified number of days upon arrival.

One common feature of the Middle East nations is their use of the Khafeel or Kafala system for temporary guest workers. Migrant workers receive an entry visa and residence permit only if a citizen

sponsors them. The Khafeel or sponsor-employer is responsible, legally and financially, for the worker and signs a document from the Labor Ministry to that effect.

In Singapore, employers are required to keep records of all foreign nationals. In some locations, particularly in Latin America, identification (I.D.) cards must be issued. In Chile, foreigners must register and obtain an I.D. card within 30 days of entry. Likewise, in Venezuela, foreign nationals are issued the “Cedula de Identidad.”

Finally, a few countries, such as China, also require an exit permit prior to departure. During its exit procedure, Malaysia checks the number of days granted pursuant to the entry visa and will impose up to 14 days of detention for overstays.

Government Focus on Irregular Immigration

Curbing irregular or clandestine immigration is a priority of immigration policy for all countries. Immigration regulations everywhere are being changed and enforced more aggressively, not only to protect local labor markets, but also to address the security concerns raised by 9/11. Convention No. 143 adopted by the 1975 ILO Conference defines clandestine or illegal migration where migrants “during their journey or arrival or during their period of residence and employment [in] conditions contravening relevant international, multilateral or bilateral agreements, national laws or regulations.”

The United Nations Global Commission on International Migration estimates that 2.5 million to 4 million migrants cross international borders without authorization each year. An estimated 10 million migrants live in the United States with irregular status. According to the International Organization for Migration, the 25 richest countries spend 25-30 billion dollars per year on the enforcement of immigration laws. These costs stem not only from controlling the borders, but also from the issuance of visas and residence permits, the prosecution, detention and removal of undocumented migrants, labor inspections and the implementation

of sanctions on employers, dispensation of asylum claims, resettlement of refugees and search for undocumented migrants.

For the employee, noncompliance with immigration laws can result in detention, deportation, fines or criminal prosecution. As an example of some of the most onerous criminal penalties for illegal entry or overstay, Malaysia imposes a term of five years’ imprisonment and physical punishment. Italy provides for four years’ imprisonment for third-time offenders. Re-entry may be prohibited for an extensive period of time. Deportees from Japan will be denied re-entry for up to five years.

For the employer, noncompliance can result in delays or denial of future visa applications, fines and criminal prosecution of human resource managers, executives and officers. In South Africa, anyone who aids, assists or enables an illegal alien to violate its Immigration Act is subject to imprisonment for up to one year. In Canada, if the employer is found to be in violation of the law, a fine of up to \$10,000 and a term of imprisonment up to six months may be imposed. Likewise, Brazil will impose jail terms to a company’s officers for multiple violations. For repeat violations, the host country entity may be shut down and prevented from doing further business in that country.

Extending the scope of responsibility to ensure compliance with its immigration laws, Venezuela imposes fines against owners of hotels and transportation companies if foreign nationals use their facility or services and fail to report to the Aliens National Registry every eight days.

Recommended Steps to Achieve Compliance

It is recommended that corporate human resources and legal departments obtain guidance to develop and implement a global immigration policy that ensures compliance by taking steps to:

- Train personnel within human resources and legal departments, as well as management who are involved in hiring practices, on the fundamentals of immigration law

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- Bring immigration counsel into the hiring process as soon as a potential employee states that she or he requires assistance from the employer to work in the destination country
- Designate responsibility for oversight of immigration compliance with one individual within the company
- Implement systems to identify stealth expats and monitor the expiration of work permits, immigration status and travel documents for foreign national workers
- Make immigration due diligence investigation an essential part of all corporate acquisition activities
- Pre-plan, with the assistance of experienced immigration counsel, staffing needs involving foreign national workers
- Regularly educate management about immigration processes to provide a “reality check” on expectations relating to hiring foreign national workers
- Establish a formal, written explanation of the company’s policy regarding the hiring and retention of foreign workers. Provide copies of this policy to management and prospective foreign national employees

Train Key Corporate Players: Human Resources, Legal and Business

Before commencing work in any foreign country, it is essential for the employer and assignee to obtain authoritative, independent advice regarding immigration laws in the destination country. Immigration laws around the world are fluid and subject to interpretation. Due to security, health concerns, economics and domestic politics, these laws can change with little notice. Learning the fundamentals of immigration law enables human resources departments and others involved in the hiring process to attract and retain highly skilled foreign nationals. A general understanding of immigration

law also enables human resource personnel to work more efficiently and cost-effectively to meet the company’s needs to attract and retain talent in the global labor market.

Seek Advice Before Making Staffing Decisions

In today’s fast-paced business environment, where competition demands immediate results and creative solutions, effective staffing decisions that involve foreign national workers require advanced planning and advice. Awareness of immigration processing times and procedures will also enable companies to identify cases that require advance planning due to delays in processing applications, or those cases that require additional documentation. For example, in the United States there are special rules for visa applicants from Muslim and Arab countries, as well as those employees who work in fields that are sensitive to national security or economic interests. Thus, petitions for Muslims and Arab nationals are often subject to additional background checks that delay processing. Likewise, scientists and other employees working in fields that are on the State Department’s Technology Alert List could be delayed in obtaining visas to the United States. Constantly changing processing times and new rules in the wake of 9/11 require up-to-date information.

Designate an Immigration Compliance Officer Within the Company

The need for a corporate immigration compliance officer is underscored by amendments to the U.S. Immigration & Nationality Act that require employers to pay a \$500 “anti-fraud fee” for each new H and L visa petition. These funds will be distributed to the Department of Labor, Department of Homeland Security and the Department of State to investigate allegations of fraud in the immigration process. With additional available funds and society’s concern about illegal immigration, a corporate immigration compliance officer will facilitate the development of immigration procedures that abide by the spirit and letter of the

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law and establish consistent government submissions. Now more than ever, companies must be vigilant in their efforts to ensure compliance with immigration laws and consistency in their representations to government entities. If noncompliance is discovered, a post-mortem is recommended to find out the cause. Some companies are “performance managing” their managers and providing compliance incentives to help in this effort.

Monitor Expiration Dates for Immigration Documents

The Immigration & Nationality Act requires all U.S. employers to complete and maintain an Employer Verification Eligibility form, also known as an I-9 form, for each U.S. employee hired on or after November 6, 1986. Employers are subject to civil penalties for failing to complete I-9s for each employee and for “paperwork violations.” In other words, an employer can be fined for simply completing the form incorrectly. There is a safe harbor provision for employers who fail to meet a procedural or technical requirement when an employer can prove a “good faith” attempt to comply with the I-9 requirements. Employers who have established systems and procedures in writing to abide by I-9 requirements are more likely to be able to take advantage of the good faith exception, as they may be better able to demonstrate that they made a good faith attempt to comply. Regardless of this “good faith” exception, companies should make every effort to ensure their I-9 records comply with federal requirements. Experienced immigration counsel can evaluate existing I-9 compliance measures by conducting internal audits and by establishing best practices.

Immigration Due Diligence Investigations in Corporate Acquisitions

Corporate acquisitions are sometimes motivated by the desire to acquire certain employees and other assets. Key employees often have immigration issues, and their ability to continue working legally depends on careful investigation of the target company’s immigration files and

the foreign national employees’ work histories. Moreover, depending on the nature of the acquisition, a company could unknowingly assume liability for the target company’s prior immigration violations. Information regarding the target company’s immigration compliance must be obtained during the due diligence phase of the transaction.

Plan Strategically for Each Destination Country

It is important for human resource professionals to be part of the strategic planning process. The corporate business plan and goals should be thoroughly understood. If the top country destinations are known in advance, a list of qualified candidates can be developed for the upcoming foreign assignments. In addition, each destination country’s immigration procedures, qualification requirements and timelines can be reviewed for planning purposes. In all cases, careful evaluation of available options and preparation of required documents as far in advance as possible is highly recommended.

Update Management on Immigration Issues

Management must be informed of changes in immigration procedures and processing times with the assistance of experienced global immigration counsel. Too often, management mistakenly assumes that essential foreign workers can easily and quickly be authorized to work. Those who depend on international personnel must know it takes much longer than before to obtain a decision on a work-related visa petition. Management must also know that previously approved cases will not necessarily be approved today because of the post-9/11 immigration environment. Management must be educated to plan accordingly so that its production and other goals are not jeopardized by the absence of essential foreign workers.

Don't Dance in the Gray Areas of Immigration Law

Many companies wrongly minimize the risks involved when a foreign employee seeks admission to a host country as business visitor — when he/she will actually be working without proper authorization. This ignores the growing emphasis by governments on compliance and increased levels of enforcement. The Sarbanes-Oxley legislation in the United States, and similar legislation around the world, has further driven the focus on compliance by governments and the public. Not only do companies face significant fines and disbarment from government contracts, but also they suffer negative publicity when they engage foreign nationals in visitor status to render services for remuneration.

Adopt an Overall Corporate Immigration Policy

A formal policy regarding a company's hiring and retention of foreign national workers benefits the company by minimizing legal violations and penalties, maintaining good public image, attracting the best and brightest workers, and facilitating the proper movement of international personnel. Implementing a written immigration compliance policy will require time and resources. Nevertheless, it is an essential investment to facilitate a company's ability to compete in the global marketplace.

Summary

Winning the new global game requires companies to transcend national borders. Teams, structures and processes must be developed around global customers and global business activities. Companies must break free of geographic boundaries by dealing effectively with immigration laws. As stated by General Electric in its 1998 annual report, the company of the next century "must provide high-value global products and services, designed by global talent, for global markets." Too many companies try to navigate through the minefield of immigration laws without taking the proper steps to achieve compliance. Any businessperson who travels internationally

recognizes that times are changing and that increased government and public scrutiny is on the agenda of most nations eager to defend against terrorism and to protect labor markets for their own citizens. By implementing a policy and adopting the recommended compliance steps outlined in this white paper, international human resources professionals can ensure that their companies transcend national borders and become the future winners in the new global game.

About SIRVA

SIRVA is a full-service relocation company providing a wide range of services that can support all of your employee relocation needs globally. Each of our 12 Global Service Centers provides assignment management, visa and immigration services, complete destination services and expense management tailored to its region. In addition, we're continually developing new solutions as our clients' needs and market conditions change. SIRVA's global services include:

Client Services

Process Management

- Global assignment management
- Vendor management
- Consolidated invoicing and reporting
- Group-move management
- Expatriate compensation, tax and payroll-information management
- Visa and immigration program management

Consulting Services

- Global policy creation
- Policy cost analysis and containment initiatives
- Management of special projects
- Global policy review and benchmarking
- Global mobility process mapping and flow analysis

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Assignee Services**Departure Services**

- Home sale
- Home marketing
- Conveyance
- Property management
- Lease termination

Destination Services

- Orientation
- Temporary housing
- Home search
- School search
- Settling in
- Education consulting

Household Goods Move Management**Ongoing Assignment Services**

- Policy counseling and program administration
- Tenancy management
- Assistance for spouses and partners
- Expense management
- Language training
- Cultural training

Immigration Services

- Work authorizations
- Residency permits
- Visas
- Extensions

To learn more about SIRVA's capabilities, visit www.sirva.com, e-mail sirvamarketing@sirva.com or call 1-800-341-5648.
